

REALLIANCE

REALIGN BY DESIGN



SYNTHESIS REPORT
EIGHT MONTHS OF EXPLORATION

MAY 2026

WELCOME

Along with many other people, across different generations and different geographies, we are deeply concerned about the state of the world and about whether our collective responses are adequate to the urgency and complexity of the challenges we face. Too many of the shifts underway are in directions that weaken rather than strengthen our shared future.

The past was never perfect. Adaptation and renewal are always necessary. But change that undermines the prospects of the children alive today is not progress. It is regression and it is dangerous. At the same time, we see everywhere an extraordinary commitment to change. Across public sector institutions, civil society, business, academia, and in communities, countless individuals are working with intelligence, courage, and dedication to move things in a different direction. This is a real source of hope. The response, however, is fragmented, insufficiently systemic, and too slow. Many initiatives lack the alignment and power. What can be done to contribute to greater focus, more coherence, and real impact?

Our vision is a world where the social, economic and political systems are the foundation for fairer relations between citizens, between nations, and between humanity and nature.

To get there, the people and organisations working on the seven challenges of the 7-Agenda that forms the foundation for our work need to be genuinely and effectively connected across silos, sectors, and generations. In that world, knowledge travels, leaders find each other, and funding follows coherence rather than reinforcing fragmentation. The response to crisis becomes, finally, as joined-up as the crisis itself.

We do not know exactly how to get there. That is not false modesty. It is the premise of this report, which is not a blueprint, but a process of discovery. We offer this report as an honest account of where eight months of listening has brought us. Read it critically. Push back where it falls short. Tell us what resonates. The work ahead is too important, and too large, for any of us to do alone.

With gratitude,

The Exploratory team, Robert-Jan, Sam, Anna and Sietze

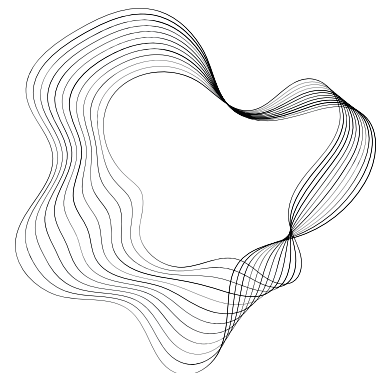


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A world where fairer political, social and economic systems are the foundation for fairer relations between citizens, between nations, and between humanity and nature.

“ THE UNCOMFORTABLE QUESTION

In this moment of acute crisis and shifting foundations, how do we better align our resources, knowledge, and energy to move from fragmentation to cooperation and from “us and them” to a larger “we”, in effectively addressing the critical challenges now before us?

What we did

- Eight months of research and engagement
- 194 + organisations and 68 people mapped across the 7-Agenda
- 26 senior leaders interviewed
- Diversity across sector, region, generation, and gender

What we heard

- The world does not lack effort or commitment
- What is missing is connection. There is a need for connective tissue – not replacing what exists, but strengthening alignment
- There are things you can do. Begin where you are. Build from there

THE 7-AGENDA

- | | |
|------------------------------------|--------------------------------------|
| 1. A Thriving Planet | 5. Human Dignity as a Living Reality |
| 2. A World at Peace | 6. Facts and Trust in Public Life |
| 3. A Fair and Resilient Economy | 7. Shared Human Stories |
| 4. Trusted, Inclusive Institutions | |

FIVE VALUE PROPOSITIONS

Not a new institution. New ways to connect.

1. A Living Network of CoAlliances

Local, high-trust circles that see the whole picture and turn it into joint action

2. Bridging Leadership

Leaders who connect across sectors, cultures, and generations

3. Synoptic Knowledge

Decision-ready insight at the intersections of the 7-Agenda

4. Information Integrity

Tools and peer support for navigating narrative warfare and disinformation

5. Resources Alignment

Connective tissue between doers and funders

WHAT WE ARE ASKING

Join us as a founding partner in the first practical phase of the ReAlliance Foundation. This phase will help us move from exploration to action: building the first working elements of the model and bringing in the first funders, impact organisations and capability partners. We are seeking to raise €252,000–€348,000 by 1 February 2027 to fund this Phase 1 work and prepare the next stage.

1. THE UNCOMFORTABLE QUESTION & THE 7-AGENDA

We are living in a time of acute crisis and shifting foundations.

The ecological emergency is deepening. 2025 ranked among the three warmest years on record; wildlife populations have fallen by more than 70% since 1970; close to one million species face extinction. Violent conflict is at its highest level since 1945. Global violence has doubled in five years, civilian harm and displacement have reached levels unseen since World War II, and the world is re-arming while conflict itself has become a carbon accelerator. Economic systems are approaching structural crisis: trade rules are being weaponised, developing economies are bleeding debt, the richest 10% of people earn more than the other 90% combined, and current pathways remain fundamentally incompatible with climate stability.

The institutions that are supposed to hold this together are weakening. Autocracies now outnumber democracies. The rule of law has declined worldwide for eight consecutive years. The multilateral system is starved of funding and its founding rules openly trampled on. The dignity of each individual, enshrined in international law and affirmed across cultures, faiths, and moral traditions, is under assault – in conflict zones, in shrinking civic space, and in economic systems that treat people as units of production.

Facts and truth are under sustained attack, with AI accelerating the scale and sophistication of manipulation. And the shared stories that once connected people to one another, to nature, and to future generations are fracturing, leaving space to be filled by authoritarian, extremist, and conspiratorial narratives. Many people are also cut off from meaning, belonging, and any deeper sense of connection or hope.



These crises are not parallel. They are compounding. And for most people, quality of life is stagnating or declining, while younger generations face very difficult futures.

That is why we came together as ReAlliance. Not as another organisation, but around a question – an uncomfortable but necessary one:

In this moment of acute crisis and shifting foundations, how do we better align our resources, knowledge, and energy to move from fragmentation to cooperation and from “us and them” to a larger “we”, in effectively addressing the critical challenges now before us?

To move from diagnosis toward direction, we translated these reflections into a practical framework: the 7-Agenda. Seven interconnected outcomes we need to work towards, together.

They are our north star.

1 A Thriving Planet for Present and Future Generations

Natural systems are restored and protected, supporting life on Earth through climate resilience, biodiversity, and sustainable resource stewardship within planetary boundaries.

3 A Fair and Resilient Economy

Economic and financial systems distribute wealth and opportunity more equitably, respect planetary boundaries, and serve the common good.

5 Human Dignity as a Living Reality for All

Every person enjoys equal worth, freedom, and opportunity, supported by systems that ensure safety, livelihood, care, and belonging, especially for those who are most exposed to exclusion or violence.

7 A Shared Story That Inspires and Connects

There is space for shared renewed cultural and spiritual narratives that foster meaning, connection, and collective purpose without collapsing difference into a single story.

2 A World at Peace Within and Between Societies

Conflicts are prevented and resolved through dialogue, cooperation, and justice, enabling people and nations to live in safety, dignity, and mutual respect, online and offline.

4 Trusted, Inclusive, and Accountable Institutions

Governance systems make fair decisions for the common good, ensure they are implemented, and provide effective ways to prevent and resolve disputes.

6 Facts and Trust as Cornerstones of Public Life

People have access to trusted knowledge and open debate, supported by free news media and technologies that foster transparency, accountability, and civic dialogue.

A deeper analysis of each 7-Agenda challenge can be found in Annex 1.

The good news is that **across disciplines and regions, there is no shortage of insight, innovation, and committed actors** working on one or more of the 7-Agenda items. The knowledge exists. The capacity exists. There are enough people working on these challenges. But they are insufficiently connected and reinforcing enough to make a big enough difference at the speed required. That gap is what ReAlliance is trying to address.



2. THE STATE OF PLAY

OVERVIEW

- 185+ organisations mapped across civil society, government, business, philanthropy, and academia
- 26 senior leaders interviewed: diverse across sector, region, generation, and gender
- Semi-structured conversations testing the 7-Agenda, exploring gaps, and asking where ReAlliance could add value
- Preparing for the first ReAlliance gathering

As part of our research, we conducted an initial mapping of organisations that are working on one or more items of the 7-Agenda. Our current database covers more than 185 of them, and it continues to grow. These organisations span civil society, government, business, philanthropy, academia, and hybrid forms. They operate at local, national, regional, and global levels and bring impressive expertise and networks to different parts of the 7-Agenda.

But what happens when work on one part of the agenda depends on progress in others? When a nature initiative needs to engage with conflict dynamics, economic incentives, institutional constraints, and the information environment? In a context where time and attention are limited, how can reinforcement be built so that efforts do not remain siloed?

To understand this better, we selected a diverse group of 26 leaders from different sectors, regions, and backgrounds. We conducted semi-structured interviews, asking them to reflect on the 7-Agenda, explore gaps, and tell us directly: where, if anywhere, could ReAlliance meaningfully strengthen what is already being done? We also invited critique of the ReAlliance idea itself, explicitly asking whether it should exist at all. A full list of the people we interviewed can be found in Annex 2.

We were deliberate about diversity across sectors, regions, generations, and gender, but this is not a representative sample of society. It reflects who we could reach in an initial exploratory phase.

Below, we set out where there was convergence, where tough questions hit, what advice emerged.

A _ WHERE THERE WAS STRONG CONVERGENCE

It resonates The 7-Agenda resonates strongly as a way of naming the core challenges and assessing their depth and interconnectedness. It is a valuable agenda to guide direction, which can work in different contexts.

Fragmentation Fragmentation is a structural barrier: initiatives that work well in one place struggle to connect to others. There are too many parallel initiatives, too much focus on individual projects or sectors, and too little capacity to connect efforts at a broader, systemic level.

Local / global Local action often fails to influence national or global dynamics, while global strategies rarely translate into meaningful change on the ground. Can this be improved?

Knowledge Knowledge does not travel easily across silos. It needs to.

Funding Funding flows often reinforce fragmentation. That needs to change – we need movements.

Why silos Siloing has a rationale. If we want to bridge domains to produce real change, it is important to understand why silos exist and where the points of friction and trade-offs lie.

Complexity Governments, international institutions, NGOs, and businesses struggle to operate at the speed, scale, and complexity required to effectively respond to the 7-Agenda challenges, particularly at the global level, even where intent and expertise are strong. Can informal spaces for this be created?

Coordination Coordination mechanisms are weakening. The UN-based multilateral system and other coordinating arrangements, however imperfect they may have been, are under strain and in some areas breaking down, raising the question of what can realistically replace them and what forms of connection remain possible.

Leadership Leadership surfaced in almost every conversation. Leadership pathways often reward specialisation more than integration. We also heard that there is a lack of safe spaces for leaders to be open about dilemmas, vulnerabilities, and loneliness.

Nature Nature often emerges as a unifying entry point — one of the few places where people with very different interests or worldviews can still recognise that they are connected.

Trust & Facts Two other themes cut across almost all conversations: the erosion of trust and shared facts (misinformation, polarisation, and narrative breakdowns) and the importance of the human story (meaning, belonging, dignity).

AI AI is changing the operating environment fast. One expert cautioned that the lack of effective digital governance is a major transversal challenge. Another captured the shift: we are living in an age of “algorithmic media,” where the information environment itself shapes legitimacy, polarisation, and the space for cooperation.

B _ WHERE THE HARD QUESTIONS SIT

People vs institutions Some of those we consulted stressed the importance of working with people, not institutions, and to meet where action happens. Others, however, stressed the importance of institutions, which is where change is anchored, funded, organised, and scaled.

Global agenda vs local legitimacy The value of an overarching framework depends on national and local meaning, and it must avoid implicit framing from a single cultural tradition. Connective tissue must be adaptable and useable across regions and traditions.

“No more platforms” vs “different spaces are needed” There was caution about creating yet another platform or convening. But at the same time, there was an appetite for different kinds of spaces where unusual conversations can happen across sectors, disciplines, and power structures.

Agency vs power Connective work cannot assume neutral relationships. In every partnership or transition, power shapes who decides, who benefits, who bears the costs, and whether cooperation feels meaningful or imposed.

Create vs natural growth Creation creates movement, direction, and speed, but can cost buy-in and surprising insights. Natural growth is based on buy-in, allowing things to emerge, but can be slower, and less decisive.

C _ PRACTICAL ADVICE OFFERED

Indicators The 7-Agenda should, at some point, be fitted with indicators of success matched with timelines.

Open up Look for the unusual. This work only matters if it reaches beyond our ecosystem. That implies a posture of persuasion rather than dogma: engaging across difference and meeting people where material interests and lived realities shape decisions.

First domino Framing alone is not enough. You need a practical entry point ("first domino") that produces tangible outputs and can be tested, so that the work creates traction rather than noise.

Coherence Different elements of the work of organisations that work on one or more of the 7-Agenda elements could be connected.

What works Show where agency is still possible by including concrete examples of what is working (even partially) and why it can be built on.

3. FIVE VALUE PROPOSITIONS

Before we set out the five value propositions, and at the risk of being too repetitive, we repeat again what we are ultimately reaching for: a world where fairer political, social and economic systems are the foundation for fairer relations between citizens, between nations, and between humanity and nature. That is what the 7-Agenda points toward.

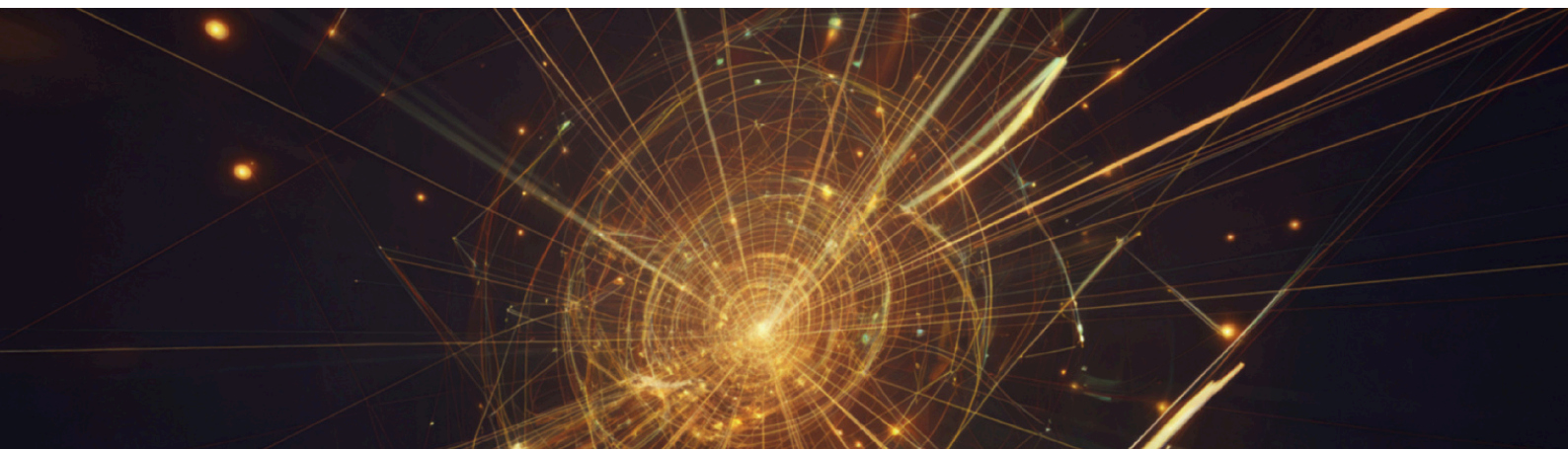
To get there, we kept hearing that the extraordinary commitment, knowledge, and energy already being invested in the 7-Agenda needs to be better connected. By 2036, we would like to see a quiet but real shift: more people, in more places, asking not only "what works in my sector?" but "what are we trying to do together?" More funders asking not only "what are we funding?" but "what are we funding in relation to?" More leaders who have the trust, the tools, and the relationships to act across boundaries when it matters.

We do not have all the answers for how to get there. The five propositions that follow are our best current thinking, a place to start, shaped by eight months of listening, tested against the experience of people working in very different contexts.

The first value proposition – A Living Network of Co-Alliances – is the most comprehensive and brings together all the elements of what we heard. The second (Bridging leadership), third (Synoptic knowledge), fourth (Information integrity) and fifth (Resources alignment) are the constituent elements of the first but can be developed separately.



The knowledge exists. The capacity exists. There are enough people working on these challenges. But they are insufficiently connected and reinforcing enough to make a big enough difference at the speed required. That gap is what ReAlliance is trying to address.



3.1 A LIVING NETWORK OF CO-ALLIANCES

IN BRIEF

Local, high-trust circles that see the whole picture together and turn shared insight into joint action.

- Diverse actors from business, civil society, government, academia, and religious/spiritual organisations
- Informal, high-trust environments — space for the unusual conversations and collaborations institutions rarely permit but badly need to strengthen connectivity
- Aimed at concrete outputs: action briefs, synthesis notes, movements, partnerships, policy changes, mobilization of resources
- Decentralised: locally rooted, internationally connected
- 50+ active Co-Alliance across continents by 2036

THE FOUNDATIONS

- Connecting business leaders and practitioners, civil society, government, academia and religious and spiritual organisations to work on concrete leverage points and tangible outcomes.
- Doing so in high-trust environments, through informal and formal relationships and supported by agile infrastructure, methods and routines that help connect, organise and sustain the work over time.
- Creating pathways for scaled responses to 7-Agenda challenges by brokering mission-aligned, movement-like partnerships, cross-level interoperability, and shared infrastructure.
- Supported by credible, evidence-based knowledge and playbooks that can travel across contexts and sectors.
- Decentralised and enabling local, national, regional, and international connectivity.
- Putting people at the centre without forgetting institutions, power, and the need to work effectively with government structures.
- Supported by tools and methods to counter misinformation and manipulation.
- Connected to a network of relevant funders and investors through which connective activities can be funded, economies of scale realised, and greater impact achieved.
- With affordable costs.

WHAT IT WOULD LOOK LIKE

- Across continents, more than fifty Co-Alliances are active. These circles comprise 10–20 people from business, civil society, government, academia, and religious and spiritual organisations. Each Co-Alliance takes its shape from its context and the issues, actors, and tensions that matter in that place. Each circle holds the whole picture in one room and turns it into durable trust, focus, shared learning, and joint action.
- A climate scientist sits next to a business leader, who sits next to a civil society leader, who sits next to a local official, who sits next to a storyteller and a religious leader. Their aim is not to agree on everything, but to see together what none of them can see alone: where their work connects, where it conflicts, and where, if they acted together, they could shift something that none could shift alone.
- The outputs are concrete: jointly owned actions with clear owners and next steps, synthesis notes that carry lessons across silos, and, over time, a network of trust that itself becomes a resource when crises hit.

3.2 BRIDGING LEADERSHIP

IN BRIEF

Investing in leaders who combine deep expertise with the capacity to connect across sectors, cultures, and generations.

- Deep-domain experts equipped to think and act across systems
- A strong focus on youth, intergenerational perspectives, and long-term horizons
- Safe spaces for vulnerability: dilemmas, loneliness, difficult trade-offs
- A global network of skilled, bridging leaders permeating governments, businesses, civil society, and academia by 2036

THE FOUNDATIONS

- Building the capacity of leaders from business, civil society, government, academia, and religious and spiritual organisations, who have deep knowledge and networks in any one of the 7-Agenda items to also bridge and connect across cultures, sectors, domains, and generations.
- A strong focus on youth, intergenerational perspectives, and long-term horizons.
- Creating leadership tools that help leaders to work as part of a movement.
- Providing strengthened capacity to sustain collaboration through mid- and long-term cycles and translate complexity into action.
- Creating space for vulnerability: dilemmas, loneliness, asking for help, and difficult trade-offs.

WHAT IT WOULD LOOK LIKE

By 2036, something important has matured beneath the headlines: a new, quiet, global network of system leadership that permeates governments, businesses, civil society organisations, academia, and religious and spiritual organisations, across regions and generations. These are leaders who combine deep expertise in one domain with the capacity to connect across others, who can hold complexity without retreating into their silo, and who reach for one another when facing difficult reforms or polarised debates. They include not only people who are already working directly on the 7-Agenda, but also people in positions of influence who had not yet fully seen how they could engage, or what they were in a position to move.

3.3 SYNOPTIC KNOWLEDGE

IN BRIEF

Decision-ready insight into where the seven agendas intersect, reinforce each other, and create leverage.

- Knowledge organised around intersections, not disciplines
- Trustworthy AI with robust human oversight
- Co-produced with the practitioners who will use it
- How does this interact with other systems? becomes a routine question by 2036

THE FOUNDATIONS

- Developing and sharing decision-ready synoptic knowledge about where 7-Agenda domains potentially connect and how they can reinforce or work against each other, and about modelling and complex systems.
- Supported by helping leaders and organisations build incentives and cultural habits of learning for this kind of knowledge.

WHAT IT WOULD LOOK LIKE

By 2036, ReAlliance has helped build what has come to be known as a synoptic knowledge infrastructure: a living connective knowledge system. Decision-makers across the 7-Agenda are asking a new question. Not "what works in my sector?" but "how does this decision interact with other systems?" That shift happened because the right knowledge, organised around intersections rather than disciplines, was finally reaching the right people at the right moment.

3.4 INFORMATION INTEGRITY

IN BRIEF

Helping organisations protect the conditions for trust and cooperation in an era of manipulation, coordinated attacks, and narrative warfare.

- Practical tools, shared playbooks, and peer support
- Digital hygiene and rapid-response protocols
- Safe spaces to be honest about vulnerability
- Most organisations across the 7-Agenda network are in control of the information environment needed for their work by 2036

THE FOUNDATIONS

- Supporting resilience in the current information environment: basic information hygiene and preparedness in the fight against manipulation.
- Widely realising and sharing best practices so that people and organisations are not fighting 21st-century information warfare with 20th-century tools.

WHAT IT WOULD LOOK LIKE

By 2036, organisations across the 7-Agenda network are operating in a fundamentally different information environment and most of them are surviving it. Coordinated disinformation campaigns, narrative manipulation, and reputational assault are routine features of the landscape for anyone working on climate, justice, democracy, or human rights. But something has changed in how organisations recognise, prepare for, and respond to these threats. A shared infrastructure of trust and resilience has been built.

3.5 RESOURCES ALIGNMENT

IN BRIEF

Creating connective tissue between doers and funders so that capital moves toward integrated, longer-horizon efforts that reflect the interdependence of the 7-Agenda.

- Shared 7-Agenda investment strategies and pooled-risk architectures
- Simplified reporting and shared learning dashboards
- Best practices and risk sharing for rapid, agile and adaptable systemic responses are available and shared
- Funders ask not only 'what are we funding?' but 'what are we funding in relation to?' by 2036

THE FOUNDATIONS

- Building the connective tissue between doers and funders around structural issues that are relevant for the 7-Agenda, including investing in ecosystems and connective capacity, not only isolated projects.
- Mobilising and aligning funding by building shared 7-Agenda investment strategies, pooled risk, and longer-horizon architectures, so that capital flows to integrated efforts rather than isolated projects.

WHAT IT WOULD LOOK LIKE

By 2036, something has shifted in how money moves toward the challenges that matter most. More funding is flowing toward integrated, longer-horizon efforts that reflect the interdependence of the 7-Agenda. Funders who once operated in separate silos are sharing assumptions, pooling risk, and learning from one another across geographies.

3.6 SHARED DESIGN PRINCIPLES

Taken together, these five value propositions point to a shared set of design principles. They differ in entry point and emphasis, but the interviews were clear that connective tissue of any kind will only work if it meets a number of common conditions.

Build on

Build on what exists. ReAlliance should strengthen what is already underway, not create unnecessary and duplicative structures, and work in partnership wherever possible.

Local grounding

Local grounding is important. The work must, as much as possible, be grounded in different contexts through partnerships with locally rooted actors who understand their own terrain.

Pluralism

Pluralism is not optional. We must embody and practice diversity across sectors, regions, generations, ideologies, and lived realities, recognising that knowledge, values, and solutions are shaped by geography, history, and culture. This also means being open to what indigenous and other knowledge systems can teach us about relationship, stewardship, and interdependence.

Collaboration

Collaboration is a craft and a discipline. It needs a clear 'campfire' (a shared issue), clear boundaries and rules, active orchestration, and rituals that build trust. It also benefits from clear endings. Collaborations should not drift forever but conclude or evolve once their purpose is met.

Domino

Find a first domino. You need a practical entry point that produces tangible outputs and can be tested.

Narratives

Narratives matter. Journalism, culture, art, and social media shape legitimacy, polarisation, and the conditions for cooperation and action.



4. SUSTAINABLE FUNDING MODEL

ReAlliance is not intended to rely indefinitely on philanthropic support alone. Some initial funding from philanthropy and aligned public or private sources will likely be needed to test and establish the model. But part of the next phase will be to explore what a more durable funding architecture could look like in practice, not just for ReAlliance itself, but, more importantly, for the network of organisations it will engage with to strengthen connectivity.

At this stage, we see several possible directions, including forms of pooled funding, the organisation of shared services, and partnerships between aligned organisations that see an interest in pursuing their agendas jointly to create greater impact.

A more elaborate outline of options we have discussed can be found in Annex 4.

None of this is settled yet. But the question of how this work could become financially credible over time is part of the design from the start, not something to be addressed later. Developing a workable funding model will therefore be one of the priorities of the next phase.

5. ENGAGE WITH US!

We are not waiting for perfect conditions. That moment has passed. The world we want – a world where fairer political, social, and economic systems underpin fairer relations between citizens, between nations, between humanity and nature – is not simply failing to build itself. It is being actively dismantled. **The time is now.**



We are looking for founding partners who can help us test and develop the next phase of ReAlliance, including the emerging ReAlliance Foundation model, while keeping the work grounded, iterative and open to challenge.

There are four ways to contribute.

Validate

Challenge the diagnosis, the five value propositions and the emerging model. Does this respond to real needs? What should be adapted before anything becomes too fixed?

Enlarge

Open doors to potential funders, first-mover organisations, experts and ecosystem allies.

Fund

Contribute to the €252,000–€348,000 next phase goal by 1 February 2027.

Build

Bring practical expertise on governance, funding, shared services, safe AI, shared knowledge, information integrity or leadership development.

Founding partners will have access to the learning, relationships and intelligence emerging from the work, and will help us decide what is worth developing next.

This is an opportunity to support a grounded next phase: one that aims to reduce fragmentation and explore a more connected way of funding and supporting the 7-Agenda.

Get in touch

Sam Muller

sam.muller@justicecompassadvisers.com

Anna Beaujolin

anna@annabeaujolin.com

Robert-Jan van Ogtrop

rvanogtrop@4-tune.eu

Sietze Hepkema

sietzehepkema@gmail.com

ANNEX 1

THE 7-AGENDA

We come from civil society organisations, businesses, governments, academia, and religious and spiritual organisations. We have stepped beyond our official roles to stand together as people at a defining moment. A moment of acute crisis, shifting foundations, but also of opportunity.

We share a deep conviction that the political, economic, and social systems of today need to be rebuilt so that they can provide the children of the world with a more stable, more prosperous, and more harmonious future. A future in which genuine human flourishing, connected with our planet, is the measure of success.

The 7-Agenda is our map, our commitment, and our pathway for rebuilding. Each of its seven dimensions names both a fracture in the systems of today and a direction for the systems we need to build. Taken together, they describe the work that cannot wait and the pathways towards the future we want. Pursued in silos, each agenda stalls. Pursued together, they compound. The 7-Agenda is not a list – it is a system.

We invite you to join us. The seven priorities that follow are offered to all who share the urgency.

1.A Thriving Planet for Present and Future Generations

Natural systems are restored and protected, supporting life on Earth through climate resilience, biodiversity, and sustainable resource stewardship within planetary boundaries.

What is happening?

Climate change and severe biodiversity loss are no longer abstract risks. They are reshaping daily life. In October 2024, fourteen leading climate scientists warned that much of the very fabric of life on Earth is imperilled. The year 2025 ranked among the three warmest on record, and for the first time, a three-year period (2023–2025) exceeded the Paris Agreement's 1.5°C threshold. This is pushing major Earth systems toward critical tipping points in coral reefs, the Amazon and Congo rainforests, and key ocean currents. In each of these areas ecological collapse risks becoming self-reinforcing. The 2024 WWF Living Planet Report found that monitored wildlife populations have declined by an estimated 73% between 1970 and 2020, and close to one million species now face extinction. Coral bleaching has affected roughly 80% of reef ecosystems worldwide. Freshwater systems are under equivalent pressure: one in four freshwater species are now threatened by pollution, dams, agricultural runoff, and overharvesting. The 2026 IPBES Business and Biodiversity Assessment deepens this picture: 14 of the 18 categories of nature's contributions to people, from pollination and soil formation to climate regulation and clean water, are now in global decline.

And yet, at precisely this moment, political attention is drifting – the WEF Global Risks Report 2026 finds that while extreme weather, biodiversity loss, and critical Earth system change remain the top three risks over a ten-year horizon, short-term concern for environmental risks has declined in absolute terms, not because the science has improved, but because geopolitical and economic pressures are crowding them out.

Why it matters

Oceans, forests, and other natural carbon sinks are weakening, reducing their capacity to absorb CO₂ and accelerating the extreme weather that follows. Droughts, floods, hurricanes, and wildfires are intensifying worldwide. More than 20 million people were displaced by weather-related disasters in 2023 alone, according to the Internal Displacement Monitoring Centre, while the World Bank projects that unmitigated climate change could force up to 216 million people to migrate within their own countries by 2050.

The economic costs are already enormous. An analysis commissioned by the International Chamber of Commerce, drawing on nearly 4,000 extreme weather events across six continents between 2014 and 2023, estimates total economic losses at \$2 trillion in 2023 prices. This covers only acute events, not the chronic, gradual costs of climate change that are quietly reshaping communities and economies in parallel. The IPCC's Sixth Assessment Report finds that shifts in food availability will increase nutrition-related disease and undernourishment, particularly in sub-Saharan Africa, South Asia, and Central America. Half the world's population already faces severe water stress for at least one month per year, a figure set to rise sharply. Health costs from air pollution, heat stress, and climate-sensitive disease are growing. As these risks converge and amplify one another, the complexity and costs of managing them will only increase.

2.A World at Peace Within and Between Societies

Conflicts are prevented and resolved through dialogue, justice, and cooperation, enabling people and nations to live in safety, dignity, and mutual respect, online and offline.

What is happening?

Violent conflict is at its highest level since 1945. Conflict within and between states is rising sharply. According to [ACLED](#), global violence has doubled in five years. Fifty countries now experience high or extreme levels of conflict, and political violence is anticipated to increase further. The [Global Peace Index](#) reports that the world has become less peaceful in 12 of the past 16 years, with more armed conflicts than at any time since World War II. These conflicts are increasingly internationalised, harder to resolve, and devastating in their humanitarian consequences: displacement, hunger, and civilian harm are at record levels. Violations of the laws of war – attacks on civilians, hospitals, aid workers, women, and children – have reached levels unseen since 1945. In its 2025 War Watch report, the [Geneva Academy](#) concludes that international humanitarian law is at “a critical breaking point”. The [Munich Security Report 2026](#) records what scholars have called a “cohesive assault” on the foundational norms of territorial integrity and the prohibition of the use of force. Alongside these conflicts, the world is re-arming at a pace not seen in a decade. In addition, current wars are a high-speed [carbon accelerator](#), producing emission levels in weeks that would normally take years, while simultaneously delaying the transition away from fossil fuels.

Why it matters

The human cost is catastrophic. In 2024, the [United Nations High Commissioner for Refugees](#) recorded that 123 million people had been forcibly displaced as a result of persecution, conflict, violence, human rights violations, or events that seriously disturbed public order – the highest figure in recorded history, and more than double the figure from a decade ago. A shocking 540 million children are growing up in areas affected by armed violence, says [Save the Children](#) – the highest figure ever for the third consecutive year.

The economic cost of war is vast and self-reinforcing. The [Institute for Economics and Peace](#) estimates that in 2024 the impact of violence on the global economy amounted to the equivalent to 11.6 per cent of global GDP, or \$2,455 per person. Conflict destroys productive capacity, collapses tax bases, drives skilled populations into exile, and compounds across generations: children who grow up amid violence face lasting deficits in learning, health, and social trust that persist long after the fighting ends. Its consequences, moreover, reach far beyond the battlefield. Conflict drives CO₂ emissions, scorches farmland, bombs infrastructure, and collapses environmental governance, setting back progress on the planet agenda. It creates the conditions in which authoritarian actors consolidate power and eliminate accountability. And the forced displacement and sexual violence that so often accompany war are among the most extreme violations of human dignity. A world that cannot secure basic peace cannot sustain progress on any other dimension of collective human wellbeing.

3.A Fair and Resilient Economy

Economic and financial systems distribute wealth and opportunity more equitably, respect planetary boundaries, and serve the common good.

What is happening?

Economic and financial systems are failing millions and are approaching a structural crisis. They privilege capital over labour and increasingly concentrate wealth and power, all against the backdrop of accelerating ecological breakdown. Trade rules are being weaponised and multilateral institutions that were created to mitigate power and create shared standards are stalling. [UNEP's Emissions Gap Report 2025](#) unequivocally reminds us (again) that current economic pathways are fundamentally incompatible with climate stability. In the richer world, government debt rates are at unprecedentedly high levels, reducing adaptability in the face of crises, according to the latest [OECD Debt Report](#). According to the [World Bank](#), between 2022 and 2024, developing economies paid out around US\$741 billion more in debt repayments and interest than they received in new financing – the largest debt-related outflow in over 50 years. In the 22 most heavily indebted countries, one in two people cannot afford the basic food they need to stay healthy. As this is happening, overseas development aid is shrinking and global [poverty reduction](#) has slowed to a near-standstill. An AI and automation tsunami is starting to hit economies, transforming organisations and labour markets faster than social protections can adapt. Inequality remains unacceptably high. The latest [World Inequality Report](#) finds that the richest 10% of people earn more than the other 90% combined, while the poorest half of the global population takes home less than 10% of all income. This inequality also drives climate change unevenly: the poorest half of the world is responsible for just 3% of capital-related emissions and 10% of consumption-based emissions, while the richest 10% account for 77% and nearly half respectively. The 2025 [WEF Global Risks Report](#) consistently identifies inequality as the most interconnected of all global risks, one with the potential to both trigger and amplify every other crisis on this list. Economic thinking still tends to focus more on outcomes for individuals, firms, and states than on the quality of the relationships between them, including trust, fairness, power, and people's relationship with nature.

Why it matters

When economic systems consistently transfer wealth upward, operate beyond planetary boundaries, burden the poorest countries with debt, and externalise the societal costs of production, the social contract frays. A resilient economy depends not only on income, growth, or output, but also on whether relationships across society are fair, trusted, and give people real agency. When they treat people primarily as units of production and consumption, something deeper is damaged: the sense that one's life has meaning beyond its market value, that one belongs to something larger than a transaction. An economy that structurally exploits nature ultimately destroys the conditions for life itself. Climate-related hazards are already a major driver of conflict, forced migration, and economic damage, and their costs fall overwhelmingly on those who did least to cause them. The economic logic that prioritises productivity over community and growth over belonging is also driving what the [WHO](#) describes as a global epidemic of loneliness: one in six people worldwide now experiences loneliness, with rates highest among young people and those in lower-income countries. When these dynamics unfold simultaneously, the risks do not simply add up, they compound. What is ultimately at stake is not only material wellbeing but the conditions for a fully human life – the ability to live with dignity, to participate meaningfully in one's community, and to believe that the future is worth investing in.

4. Trusted, Inclusive, and Accountable Institutions

Governance systems make fair decisions for the common good, ensure they are implemented, and provide effective ways to prevent and resolve disputes in public and digital systems.

What is happening?

Inclusive, legitimate institutions and the rule of law are in accelerating decline. The [2026 V-Dem Democracy Report](#) concludes that for the second consecutive year, autocracies outnumber democracies globally. The [2025 World Justice Project Rule of Law Index](#) finds that for the eighth consecutive year the rule of law has declined. Judicial independence is being eroded by executive overreach. Most countries saw freedom of expression decline, freedom of assembly curtailed, and civic participation fall. More than five billion people lack meaningful access to justice for everyday disputes. At the international level, the multilateral system is in acute crisis. The UN system is being starved of funding and its founding rules are being openly trampled on. The Security Council is unable to fulfil its mandate, as the three largest powers show repeated and open disdain for international norms. Meanwhile, the information environment on which democratic life depends is under unprecedented strain. Of the 21 indicators tracked by [Freedom on the Net](#), the one measuring manipulation of online information has seen the most consistent global decline over the past 15 years. The [WEF Global Risks Report 2024](#) identified misinformation and disinformation as the most severe short-term risks facing the world. AI is amplifying the reach and sophistication of this threat at a scale and speed that existing institutions were not designed to handle. Alongside this, transnational organised crime and corruption are expanding rapidly, embedding themselves deeply in societies and undermining governance from within, with a marked rise in financial fraud and cyber-dependent offences that operate invisibly through the same transnational financial and digital systems that underpin the global economy.

Why it matters

Democratic backsliding enables the concentration of executive power and removes the mechanisms through which citizens can hold rulers accountable and seek redress. The promise that power is exercised in the public interest then becomes hollow. Journalists, civil society organisations, opposition parties, and citizens who simply want to participate lose space to operate.

The economic costs of institutional breakdown are enormous. Strong rule of law is consistently associated with higher productivity, more investment, better social outcomes, and more stability; its absence produces the inverse. At the international level, the unravelling of the multilateral system threatens functions that no single state can perform alone – the peaceful resolution of disputes, the coordination of responses to shared threats, and the protection of basic norms. Might becomes right and the large majority of states lose out. The digital governance gap adds a further dimension: a world in which the most powerful technologies are governed by whoever develops and deploys them, with no binding multilateral framework for accountability, is a world in which technological power further narrows the range of human freedom. Most consequentially of all, institutional erosion destroys the collective capacity to respond to the problems that no individual, community, or country can solve alone. And there are many of those.

5. Human Dignity as a Living Reality for All

Every person enjoys equal worth, freedom, and opportunity, supported by systems that ensure safety, livelihood, care, and belonging, especially for those who are most exposed to exclusion or violence.

What is happening?

The principle that every human being is entitled, simply by virtue of birth, to be treated with dignity – a principle central to all major faith traditions and enshrined in international treaties signed by almost every state – is being systematically undermined. Christianity holds that every person bears the image of God. Islam affirms that God has honoured every child of Adam. Buddhism centres on the intrinsic worth of every sentient being. Hinduism recognises the divine presence within each person. Indigenous traditions hold that human dignity is inseparable from belonging, from land, and from community. These traditions converge on one thing: every person carries a worth that no state, market, or ruler can confer or remove. In practice, this means the right to have basic needs met, to be free from violence and humiliation, to have a voice, to belong, and to be recognised in one's particular situation, vulnerability, and identity. On all these fronts, human dignity is under pressure. The ICRC's [2026 Humanitarian Outlook](#) documents the systematic erosion of protections for civilians in war, the dehumanisation of populations through rhetoric and policy, and a widening gap between escalating humanitarian needs and the resources available to meet them. [Amnesty International](#) and [Human Rights Watch](#) document a growing pattern of arbitrary arrest for asking questions, expressing opinions, or simply being different. Human dignity is not respected when economic systems treat people primarily as units of production and consumption. The ILO's [2025 State of Social Justice Report](#) finds that 55% of the difference in lifetime earnings between the world's 8 billion people depends exclusively on the country in which they were born, a further 16% on sex, parental background, and ethnicity. The same birth lottery governs health and education. The [digital realm](#) is a relatively new space in which human dignity is increasingly at stake through exploitation, manipulation, and objectification.

Why it matters

When people are genuinely seen, heard, protected, and included, societies become more peaceful, more cohesive, and more resilient. When human dignity is violated – when people face humiliation, exclusion, fear, and invisibility – the opposite happens, and untold suffering follows. A child born into poverty in a low-income country, a woman denied a voice in decisions that shape her life, a person displaced from their land and community, a young person whose mental health is eroded by digital exploitation – each represents a failure of the collective commitment to treat every human life as equally worthy of protection and care. The dehumanisation of populations through political rhetoric and policy does the same, and also drives conflict. Beyond the suffering itself, the world loses incalculable quantities of creativity, innovation, and wisdom when human dignity goes unprotected. At a moment when humanity faces challenges of extraordinary complexity, squandering this potential is a form of collective self-harm.

6. Facts and Trust as Cornerstones of Public Life

People have access to trusted knowledge and open debate, supported by free news media and technologies that foster transparency, accountability, and civic dialogue.

What is happening?

Facts, truth, and trust are under sustained attack. Misinformation and disinformation are spreading at unprecedented scale, independent media is under growing financial and political pressure, and the information environment on which democratic life depends is fracturing. The latest [World Press Freedom Index](#) finds press freedom in a "very serious" situation in more than half the world. The [2026 V-Dem Democracy Report](#) identifies freedom of expression as one of the hardest-hit dimensions of democratic decline globally. [The Economist](#), analysing 80 years of data from approximately 180 countries, documented a systemic feedback loop: politicians who want to steal gag the press; the tighter the gag, the easier it becomes to steal; and the more guilty secrets accumulate, the greater the incentive to stifle further reporting. As mentioned above, the [2026 WEF Global Risks Report](#) ranks misinformation and disinformation as the second most severe short-term risk facing the world. AI is accelerating this: a 2025 report by the [International Panel on the Information Environment](#) finds that generative AI interference in electoral processes is now widespread, with four in five countries that held competitive elections recording at least one AI-related incident, the predominant form being synthetic audio, images, video, and social media posts. The [EU's diplomatic service](#) tracked over 500 foreign information manipulation and interference operations across 90 countries in 2024 alone. The [2025 Reuters Institute Digital News Report](#) finds that 58% of its 100,000 respondents are concerned about their ability to distinguish truth from falsehood online, with politicians and online influencers identified as the biggest sources of false or misleading information.

Why it matters

Democratic societies depend on a shared foundation of verifiable facts, accountable institutions, and informed citizens. When that foundation erodes through deliberate disinformation, the silencing of independent media, the manipulation of electoral processes, or the delegitimisation of science, the conditions for effective, inclusive governance collapse. The threats reinforce each other – a press under financial and political pressure is less able to debunk disinformation, paving the way for corruption and autocracy; citizens unable to distinguish truth from falsehood are more susceptible to manipulation, allowing powerful actors to operate without accountability. In fields where policy must be grounded in evidence – for example, public health, climate, disaster response, and education – the spread of misinformation is already causing measurable harm. Health experts warn that declining vaccination rates driven by misinformation are causing unnecessary deaths, especially among children. Climate disinformation reached record levels at COP30 in Belém. The distortion of scientific findings for political or commercial ends translates directly into delayed action, misaligned policy, and preventable damage.

7. Shared Human Stories That Inspire and Connect

There is space for shared renewed cultural and spiritual narratives that foster meaning, connection, and collective purpose without collapsing difference into a single story.

What is happening?

Humans are meaning-making beings. We need stories that connect us to one another, to nature, and to future generations. We need narratives that tell us who we are, what we owe each other, and why it matters. The historian Yuval Noah Harari argues that what distinguishes our species is the capacity to believe in shared fictions: religions, art, music, laws, nations, money. None of these exist in physical reality. The stories humans inhabit together determine what they are capable of doing together. Today, that infrastructure is fracturing. Religious affiliation is declining in many parts of the world, and the spiritual traditions of indigenous peoples are disappearing as their lands are taken and their languages lost. A 2025 analysis by Culture Action Europe documents how far-right governments across Europe are weaponising cultural heritage to promote their own narratives while defunding and censoring the independent cultural institutions that sustain democratic pluralism. There are now more competing stories than ever – liberalism, populism, nationalism, influencer culture, spiritual movements – and more platforms to carry them, from television to TikTok, from Telegram to Substack. Recently, AI has joined as a storyteller. AI agents can now generate narratives, target them with precision, and scale them globally, without the wisdom, ethics, or accountability that human storytellers, however imperfect, have always carried. And yet, as the Pew Research Center finds, the spiritual meaning-making impulse of those who leave or lose traditions is not disappearing; it is becoming unhoused. The deep human need for a story of meaning remains. We are living in a cacophony of rival narratives, each more emotionally compelling and tribally reinforcing than the last, opening growing space for authoritarian, extremist, and conspiratorial stories.

Why it matters

Shared stories are the medium through which human beings make collective life possible. They are the substrate of solidarity, trust, and long-term orientation that every other item on the 7-Agenda depends upon. When that substrate thins, the consequences are not merely aesthetic or spiritual. They are also political, social, and material. Loneliness is a key contributor to radicalisation: the absence of meaning and belonging opens people to nationalist, identitarian, or messianic narratives that offer community through exclusion. People without a sense of connection are also significantly more likely to experience depression and poor health, reinforcing the epidemic of loneliness already referred to above.

We also need stories to achieve the 7-Agenda itself. Ecological care requires a narrative in which human beings understand themselves as embedded in natural systems, not merely managers of them. Peace requires the moral imagination to recognise the humanity of the adversary. A fairer economy requires a story that acknowledges the concept of enough, a story of common inheritance and shared future. Democratic accountability rests on a shared sense of a 'we' capable of making collective decisions and bearing their consequences together. Human dignity requires being seen and included in the stories a society tells about itself. And facts can only function as shared reference points within a community that trusts enough to inhabit a common information world. Item 7 is not last because it is least important. It is last because it is the one that holds all the others together – the question of whether we can still tell, and believe, a story about who we are, what we share, and where we are going. Together.

ANNEX 2

PEOPLE WE SPOKE TO

- Botero, Juan Carlos — Dean, School of Law, Pontificia Universidad Javeriana; former Executive Director, World Justice Project
- Bregman, Rutger — Historian & author; co-founder, The School for Moral Ambition
- Buchner, Barbara — CEO, Climate Policy Initiative
- Bulan, Ramy — Research Fellow & Head, Centre for Legal Pluralism and Indigenous Law, University of Malaya; Member, WWF International Board of Trustees
- Caccamo, Giovanni — Artist and singer-songwriter; creator of Youth and Future / The Ark of Change
- Cárdenas, Juan Camilo — Director, Center for the Sustainable Development Goals for Latin America and the Caribbean (CODS), Universidad de los Andes; Professor of Economics
- de Vecchi, Luigi — Senior Managing Director; Chair, Continental Europe Advisory Practice, Evercore
- Dziba, Luthando — Executive Secretary, IPBES
- Frick, Patrick — Curator, Brave Space; Co-founder, Global Commons Alliance; Co-Founder of The Value Web
- Howell, Lee — Executive Director, Villars Institute; Adjunct Professor, University of Geneva
- Ignatieff, Michael — Writer & academic; former President and Rector, Central European University
- Lehrman, Sally — Founder and lead, The Trust Project
- Lent, Jeremy — Founder, The Liology Institute; Co-Founder, Ecocivilization Coalition
- Leysen, Thomas — Chair of the Board of Directors, Mediahuis; Chair of the Board, dsm-firmenich
- Melandri, Giovanna — Chair and founder, Human Foundation
- Mutunga, Willy — Former Chief Justice and President of the Supreme Court of Kenya
- Nouwen, Sarah — Professor of Public International Law, European University Institute
- Pierremont, Mylena — CEO & Founder, Connected Circles
- Schneider, Mark — Former Chief Executive Officer, Nestlé
- Schuijt, Kirsten — Director General, WWF International
- Smith, Dan — Peace and conflict researcher; former Director, Stockholm International Peace Research Institute
- Sondag, Mahmood — Managing Director, Reos Partners
- Stuchtney, Martin — Founder, SYSTEMIQ & The Landbanking Group; Prof., Innsbruck
- van Aaken, Anne — Professor of Law and Economics, Legal Theory, Public International Law, and European Law, Universität Hamburg
- Waack, Roberto Silva — President of the Board, Instituto Arapyaú
- Wallis, Stewart — Executive Chair, Wellbeing Economy Alliance (WEAll)

ANNEX 3

TO ROAD TO THE FIVE VALUE PROPOSITIONS

3.1 A LIVING NETWORK OF CO-ALLIANCES

How did we get there?

It started with four Co-Alliances – two in Europe, two in Africa. These were deliberately small, intentionally diverse, and chosen not for prestige but for willingness to experiment. The first year was mostly learning: developing the right formats and learning about the right mix of people and organisations, the most appropriate support structures, and what outputs should look like.

The relationships held. A mayor in one city called a civil society leader from another. A funder changed her strategy after a conversation she couldn't have had anywhere else. A business leader saw an investment opportunity, which had full local support. Three civil society organisations start sharing support services and collaborated on implementation.

By the end of year one, the method was clearer. Trust was being built through structured vulnerability, shared fact-finding, and a discipline of confronting trade-offs rather than avoiding them. Collaborative funding started to emerge.

By 2027, shared infrastructure had emerged. Not a headquarters, but a shared methodology, a knowledge platform for lessons to be travel, more shared agendas, shared implementation and shared funding and a small team capable of supporting new Co-Alliances. Regional clusters formed organically. Each cluster adapted the method to its context. By 2032, the network had enough critical mass to generate cross-Co-Alliance collaboration. By 2036, 50+ Co-Alliances were active.

What was needed?

- Trust before scale. Never grow faster than the trust infrastructure can support.
- Local ownership from day one. This meant slower starts and messier processes, but far more durable results.
- A connective backbone that didn't control. Shared methodology, shared knowledge infrastructure, and periodic international convenings gave the network coherence without imposing uniformity.
- Resilience by design. Information resilience was built into their design from the start.

What changed?

Through the Co-Alliances, forward-looking businesses from Africa and Europe came to the table alongside representatives from civil society, religious and spiritual organisations, and government to develop a win-win on Europe's green transition needs of lithium, cobalt, and rare earths and Africa's mineral wealth and economic needs. Together, they built a new investment strategy – one in which African countries move up the value chain, processing minerals domestically and capturing more of the economic benefit, while European businesses secure a more stable, more ethical, and more resilient supply chain. The relationship between the two regions shifted to shared interdependence, built through honest dialogue among people and organisations from different sectors who decided that a better arrangement was worth working for.

3.2 BRIDGING LEADERSHIP

How did we get there?

It started modestly: a small number of retreats in Europe and Africa, with fifteen participants at most, designed as a 12-month development cycle rather than a one-off event. Young leaders sat alongside seasoned ones, corporate executives alongside civic activists, specialists challenged to think beyond their domain. The retreats mapped systems rather than sectors, confronted trade-offs rather than avoiding them, and worked to understand long-term horizons: 2045, 2050 and beyond. They also made space for vulnerability, the loneliness of difficult decisions, and the dilemmas that cannot be resolved alone. They also helped participants to recognise the agency they already had within their own institutions, networks, and spheres of influence.

By year two, the relationships formed in the retreats were holding and being used. A minister called a civil society leader she had met in a retreat when her reform ran into opposition. A business executive brought a peacebuilder into a supply chain negotiation after a conversation that had shifted his thinking. It was becoming a tissue of trust. By 2028, a second cohort model had emerged, partnered where possible with existing leadership schools and programmes to avoid duplication. Regional clusters formed: West Africa, Southeast Asia, Latin America, Northern Europe. By 2032, hundreds of alumni carried new habits into their organisations, embedding cross-domain thinking into how decisions are made. By 2036, the network numbered in the thousands. It was light, distributed, and resilient.

What was needed?

- Focus on the core. A curriculum that is focussed on cross-domain, cross-sector, and cross-generational development, connected to the 7-Agenda.
- Partnership, not duplication. Connect to and learn from other leadership schools where possible.
- Trust as infrastructure. Safe spaces were built through clear norms, structured vulnerability, and the discipline of staying in the room when conversations became difficult.
- Long horizons. Making 2045 and 2050 explicit and returning to them repeatedly.

What changed?

In Southeast Asia, a cohort of 7-Agenda leaders found themselves navigating the intersection of deforestation, indigenous land rights, and the financing of green infrastructure. The issue had been debated for years in separate forums without resolution. Three alumni from different countries and sectors – a forestry official, a community land rights lawyer, and a regional development banker – had met in a retreat two years earlier. They had stayed in contact. When a new financing window opened for forest protection, they moved quickly – co-designing a governance framework that made the financing credible to communities, viable for governments, and bankable for investors.

3.3 SYNOPTIC KNOWLEDGE

How did we get there?

In 2026, the problem was clear. Knowledge existed in abundance. Climate scientists produced detailed models. Economists analysed inequality. Justice experts tracked institutional erosion. Technologists studied AI governance. Peacebuilders mapped conflict dynamics. But these insights rarely converged – to the detriment of the effectiveness of the overall responses to 7-Agenda challenges.

The first step was modest: a small interdisciplinary team mapped where specific 7-Agenda challenges intersected and where progress in one domain created leverage in another. AI expertise was brought in to augment pattern recognition, and actionable leverage points that would have taken months to detect became visible in days. The first synoptic briefs were short and decision-oriented. They were piloted with a small group of partner organisations, tested for relevance, refined based on feedback, and gradually embedded into how those organisations operated.

Early resistance came from specialists who felt their complexity was being flattened. The response was to involve them in shaping what synthesis meant, turning potential critics into co-designers. By 2028, a small network of organisations had committed to embedding synoptic habits into their practices. By 2032, AI-supported synoptic scanning and knowledge sharing was running continuously across multiple languages and regions. A rotating group of senior fellows translated emerging signals into decision-ready insight. The briefs were widely read. More importantly, they were used. By 2036, the question “how does this interact with other systems?” had become routine in organisations across the 7-Agenda network.

What was needed?

- Intersections, not sectors. The core design principle was to organise knowledge around where the 7-Agenda items connected, conflicted, and created leverage.
- Trustworthy AI from the start. This included transparency about sources and methodology, with robust human oversight.
- Culture and incentives. As much was invested in the cultural conditions as in the tools themselves.
- Practitioners in the loop. The most useful briefs were co-produced with the people who would use them.

What changed?

When a major climate adaptation fund prepared to deploy capital across three regions, its analysts were well-equipped to assess climate and economic risk but not to see how governance conditions on the ground would determine whether their investments held or collapsed. A synoptic brief changed that. Drawing on real-time signals it flagged that one region was experiencing rapid deterioration in judicial independence and a coordinated campaign against the civil society organisations the fund's local implementation depended on. The fund restructured – slower deployment, stronger governance safeguards, direct engagement with the civil society actors at risk. Three years later, when two of the three regional programmes buckled under political turbulence, that investment held.

3.4 INFORMATION INTEGRITY

How did we get there?

In 2026, too many organisations doing serious, credible work were being outmanoeuvred by actors with no interest in truth and every interest in disruption. Coordinated attacks, viral misrepresentation, and narrative manipulation were destroying reputations, disrupting funding, weakening coalitions, and discouraging leaders at precisely the moments when steadiness mattered most. The tools available to combat these threats were inadequate. Everyone was fighting alone and most were losing ground. ReAlliance's first move was to map what already existed: the organisations working on media integrity, digital resilience, narrative strategy, and trust. The landscape was richer than most people knew. What was missing was connection.

By 2027, a first Trust and Resilience Playbook had emerged, co-developed with practitioners and tested in small cohorts. It showed how to anticipate narrative attacks before they escalate, how to build rapid-response protocols, how to strengthen digital hygiene across an organisation, and how to support staff wellbeing in the face of coordinated harassment. It did not pretend to solve everything, but it gave organisations a starting point and a shared language.

By 2028, a peer-to-peer support network had formed. It comprised organisations that had experienced coordinated harassment and were willing to share what they had learned with others now facing the same. Access to trusted advisors in digital security and narrative strategy was pooled and made available to smaller organisations that could not afford it alone. Short, decision-ready briefs on emerging misinformation trends relevant to the 7-Agenda were circulated regularly. By 2030, the infrastructure had become self-reinforcing. Organisations that had been supported were becoming supporters.

What was needed?

- Connection before creation. The first task was to map and connect existing expertise rather than build parallel structures.
- Practical tools, not just principles. Organisations under attack needed playbooks, protocols, and peer support rather than frameworks.
- Safe spaces to be honest about vulnerability. Organisations that once hesitated to admit they were under attack began to speak openly and knew where to turn.
- Resilience as a leadership issue. Information resilience was embedded into leadership development.

What changed?

Weeks before a critical regulatory hearing on corporate environmental harm by a large, partly state-owned company, a coordinated attack hit the coalition that had spent three years building the case. The attack included fabricated quotes, doctored documents, and a wave of legal threats designed to exhaust and discredit. But the coalition was ready for this. Within 48 hours, digital forensics advisors had documented the fabrications. A peer organisation that had survived a similar attack shared its response playbook. A factual, targeted rebuttal reached the journalists and officials who mattered most before the false narrative could consolidate. The hearing proceeded. The evidence held.

3.5 RESOURCES ALIGNMENT

How did we get there?

The starting point in 2026 was a sober one. Organisations working on the 7-Agenda were competing for short-term funding from funders who were themselves overwhelmed. Funders tended to support sectors and projects, not systems. Their reporting requirements were designed for isolated projects, not interconnected efforts. Their risk frameworks assumed predictability. And they rarely talked to one another. ReAlliance worked on the connective layer bringing the right people into the right conversations, helping them to develop shared language, and building the practical architectures that made co-investment feasible.

Between 2026 and 2028, a small number of invitation-only dialogues were convened among philanthropic, public, and impact investors. The conversations were structured around specific intersections within the 7-Agenda. What would it take to fund the governance conditions that make climate investment hold? How could peacebuilding and economic resilience funding be sequenced rather than siloed? What shared assumptions about risk and return would make pooled investment viable?

At first, the dialogues were hesitant. Funders were cautious, protective of their strategies, and alert to any suggestion that alignment meant loss of autonomy. What shifted the dynamic was evidence – real cases where fragmented funding had undermined results that all parties cared about, and early examples of coordination producing outcomes none could have achieved alone.

By the end of 2027, the first pooled-risk architectures were being tested. They were modest in scale and carefully governed, with simplified reporting and shared learning dashboards that reduced transaction costs without sacrificing accountability. The model that emerged was deliberately hybrid: domestically anchored funding strategies, connected to transnational learning, with ReAlliance playing a catalytic rather than controlling role. By 2030, several funder coalitions had formed around specific 7-Agenda intersections. Each operated with its own governance and its own strategy, but they shared methodology, learning, and, increasingly, trust. By 2036, the shift was visible not only in funding flows but in how funders thought. The question was no longer only "what are we funding?" but "what are we funding in relation to?"

What was needed?

- Honest diagnosis before solutions. The early dialogues worked because they started with a frank assessment of what was failing and not a pitch for a new model.
- Shared strategies, not shared control. Funders needed enough shared understanding of a problem to coordinate without losing independence.
- Reduced transaction costs. Simplified architectures – co-investment vehicles with shared dashboards, agreed metrics, and streamlined accountability – made the practical case for alignment as compelling as the strategic one.
- ReAlliance as catalyst, not controller. Its role was to convene, facilitate, and connect, and then get out of the way.

What changed?

Three funders were working across rule of law, economic resilience, and civic space in South America – each running a separate programme, each producing results, and each, without realising it, undermining the others. Economic resilience programmes were operating in environments where civic space was closing. Rule of law investments were failing to account for the economic incentives that fed corruption. ReAlliance brought the programme leads together to map the dependencies. They developed an integrated shared investment strategy that was viable. Reporting was simplified through a shared dashboard. A fourth funder, previously unable to step in, joined.

ANNEX 4

POSSIBLE FUNDING

This annex outlines some of the funding pathways currently under exploration. They will need to be tested, refined, and assessed for mission fit, credibility, and practicality in the next phase.

Early-stage grant and institutional support

- Initial grant funding to test and establish the model (Annex 5 – Founding Circle)

Consultancy & advisory partnerships

- **Partnerships** with strategy or advisory organisations working on one or more 7-Agenda challenges, where ReAlliance brings methodology, relationships, and connective capacity.
- **Embedded advisory roles:** ReAlliance team members seconded into major foundations, governments, or corporations for fixed periods, funded by the host; builds revenue, relationships, and influence simultaneously
- **Coalition-building retainers:** organisations that need to build cross-sector alliances on a specific issue pay ReAlliance a retainer to design and facilitate the process.

Capital intermediation & revenue-sharing models

- **Transaction fees on funder co-investments:** where ReAlliance helps broker pooled funding arrangements, it could receive a small facilitation fee linked to capital deployed.
- **Catalytic capital brokerage:** ReAlliance identifies investment-ready initiatives across the 7-Agenda and connects them to capital, taking a small origination or facilitation fee.
- **Revenue share on licensed knowledge products:** where synoptic briefs or playbooks contribute directly to funded programmes, a modest revenue-sharing agreement could be explored with the commissioning funder.

Platform & infrastructure models

- **Shared services hub:** smaller 7-Agenda organisations pay to access shared back-office, communications, or data infrastructure that ReAlliance operates at scale, reducing costs for all.
- **Digital knowledge subscription:** a curated, regularly updated intelligence product on 7-Agenda intersections, offered on subscription to governments, foundations, and corporations
- **Data partnerships:** anonymised, aggregated data from the Co-Alliance network and synoptic scanning has value for researchers, think tanks, and policymakers willing to support its production

Prizes, challenges & innovation funding

- **Challenge prize sponsorship:** corporations or governments sponsor prizes for solutions at specific 7-Agenda intersections; ReAlliance designs and manages the process, retaining a facilitation fee.
- **Innovation fund with carried interest:** ReAlliance manages a fund backing experimental connective initiatives; if they generate returns or scale, ReAlliance retains a share.

Structural & hybrid models

- **Social franchise:** regional partners pay a franchise fee to operate ReAlliance-branded Co-Alliances and leadership programmes under shared standards, creating a network that funds its own expansion.
- **Hybrid entity structure:** a non-profit holding company with a for-profit subsidiary for earned-income activities (consulting, licensing, knowledge products), ring-fencing mission while allowing commercial revenue to flow upward.
- **Evergreen support vehicle with mission-aligned investors:** a small number of high-net-worth individuals or family offices contribute to a patient capital vehicle that funds operations over a 10-year horizon, with no expectation of financial return but structured accountability.

ANNEX 5

FOUNDING CIRCLE

We are building a Founding Circle of individuals, foundations and aligned organisations willing to support the next phase of ReAlliance.

This next phase is not about implementing a finished model. It is about testing and developing the emerging ReAlliance Foundation idea, while continuing to challenge whether it is useful, credible and needed.

The Founding Coalition does not govern ReAlliance. Its role is to provide early financial support, insight, expertise and access to networks, while helping us test what should be built, adapted or stopped before the model grows further.

We are seeking to raise €252,000–€348,000 by 1 February 2027.

This funding will support:

- further development and testing of the emerging ReAlliance Foundation operating model
- focused conversations with potential funders, first-mover organisations and capability partners
- exploration of two 7-Agenda focus areas
- testing of the shared capabilities: resource alignment, shared services, safe AI, shared knowledge infrastructure, information integrity and strengthening leadership
- governance design and safeguards
- preparation of the plan for a possible Phase 2

