

# STRENGTHENING THE UNITED NATIONS IN THE 21<sup>ST</sup> CENTURY

## A PLATFORM FOR ACTION AND IMPACT



**VUK JEREMIĆ**

CANDIDATE FOR SECRETARY-GENERAL OF THE UNITED NATIONS

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# VISION STATEMENT

## VISION STATEMENT

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IT IS a great honor to be a candidate for the ninth Secretary-General of the United Nations.

This is a defining time for the world, which is in the midst of a profound transformation—unprecedented in scale, scope, and pace. Whilst it is becoming more interdependent, multipolar, and globalized, it is also burdened by growing geopolitical frictions and an erosion of confidence in the international system.

Ensuring peace, stability, and continued human progress under such conditions will require new global strategies and solutions, as well as far more intense international cooperation. Ad hoc pluralism, voluntarism, and informal networks—however well intentioned—cannot be substitutes for concerted, robust, and inclusive multilateralism in the 21<sup>st</sup> century.

At the center of this generational task must stand the UN: the Organization uniquely endowed with comprehensive legitimacy and universal membership.

I am proud to present a detailed policy platform for my candidacy, containing 53 specific and concrete commitments that I intend to implement from Day One. It is organized into five chapters: Sustainable Development; Climate Change; Conflict Prevention and Peace Operations; Human Rights and Humanitarian Relief; and United Nations Revitalization.

This Vision Statement features a roadmap for action, based on the commitments that the platform sets out in detail.

LAST year, under the auspices of the UN, world leaders resolutely stepped forth to embrace a new form of cooperation on a planetary scale. They endorsed a holistic, bold, and universal framework for achieving sustainable development, so that extreme poverty is eliminated; economic growth widespread; inequality within and between nations reduced; and the Earth protected from human-induced degradation and climate change. At the start of my term as President of the 67<sup>th</sup> Session of the General Assembly, I was

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given the privilege to launch the historic negotiations that led to the adoption of the 2030 Agenda.

The pledge to “leave no one behind” and assure sustainable development in less than two decades will not be accomplished by inertia or automation. This is an existential task for our generation: to bring to life last year’s historic agreements. Restating fidelity to the Sustainable Development Goals does not equate to action. Such a comprehensive undertaking will necessitate a coordinated, multilateral, inclusive, goal-oriented, and solutions-driven global campaign, guided by the ninth Secretary-General.

**PLACE SUSTAINABLE DEVELOPMENT AND CONTROL OF CLIMATE CHANGE AT CENTER OF UN WORK.** The Secretary-General will be the foremost advocate of the 2030 Agenda, including its climate provisions, and will direct the UN System to prioritize work on this core issue. The Secretary-General will work relentlessly with Heads of State and Government to assist them in achieving their Nationally-Determined Contributions to fight climate change.

**T**HE ninth Secretary-General will take office at a time of renewed geopolitical tensions and pervasive instability. By historical standards, many parts of the world remain remarkably peaceful. Yet endemic violence across the Middle East and recurrent conflicts in parts of Africa and beyond must be decisively addressed in the face of present ethnic, tribal, and sectarian grievances.

The world still faces the danger of nuclear weapons and their proliferation, as well as a range of new security threats. These include the upsurge of terrorism and violent extremism perpetrated by non-state actors that reject all common civilizational norms, but also an emergence of non-conventional forms of warfare such as cyber.

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These are gravely testing the UN's capacity for conflict prevention, mediation, peacemaking, peacekeeping, and peacebuilding.

**INITIATE NEW GENERATION OF UN STABILIZATION MISSIONS.** In consultation with, and subject to the approval of, the Security Council and contributing countries, the Secretary-General will develop a framework for a new generation of UN stabilization missions, with a particular focus on the Middle East and North Africa. Such missions would have more robust rules of engagement; better equipment and combat logistics; a strong civilian component; and streamlined procedures to rapidly recruit qualified personnel.

**ENHANCE AFRICAN UNION'S SECURITY RESPONSIBILITIES.** The Secretary-General will develop—in consultation with, and subject to the approval of, the Security Council and the AU—a five-year plan to consolidate the UN's contribution to peace in Africa and transition a range of security responsibilities to the AU and sub-regional organizations. Key elements would include boosting the AU's political, civilian, and military capacities; undertaking a phased transition of responsibilities to African leadership in existing UN missions; building joint UN-AU capabilities to react to upsurges in violence; and sharing best practices to achieve the highest standards of force discipline and human rights protection.

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**ENHANCE UN COUNTER-TERRORISM CAPACITY.** The Secretary-General will deploy teams of qualified advisers to help Member States, at their invitation, counter terrorism and violent extremism whilst respecting human rights and upholding rule of law. The Secretary-General will also set up a Working Group on Terrorism, Extremism, Information, and Technology to propose strategies to effectively counter the propaganda efforts of terrorists and violent extremists, in addition to starting a program to develop responses to non-conventional security threats. The Secretary-General will advocate strengthening the international regime against the proliferation of weapons of mass destruction, including nuclear arms.

**T**HE UN has long stood at the vanguard of promoting human rights worldwide, from the adoption of the UN Declaration of Human Rights to the endorsement of the Responsibility to Protect. But the cry of “Never Again,” and the imperative to eliminate the scourge of genocide, has yet to be fully assured. The UN human-rights machinery is today chronically under-resourced, and the gap between the commitments made by Member States under international treaties and their implementation in practice remains large. The UN must reinvigorate its efforts to promote and protect human rights, as well as its early warning systems for preventing genocide and other mass atrocity crimes.

For decades, the UN has worked to alleviate the plight of refugees, displaced persons, and other populations affected by inter-state conflict, civil war, pandemics, famine, floods, hurricanes, and other human-induced and natural disasters and catastrophes. Yet its current capacity to provide humanitarian relief, support, and assistance in the face of recent crises has proven to be inadequate. The ninth Secretary-General will have to act decisively in mobilizing sufficient resources on the part of the UN System to provide humanitarian assistance to affected populations around the world.

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**CHAMPION HUMAN RIGHTS AND PRIORITIZE GENOCIDE PREVENTION.** The Secretary-General will strongly advocate for greater human rights protection around the world, as a core UN purpose. In addition, the Secretary-General will work with the General Assembly, Member States, and external donors to increase the overall budget of the Office of the UN High Commissioner for Human Rights by 50 percent on a sustainable basis. The Secretary-General will also create and chair an Interagency Task Force on the Prevention of Genocide and Other Mass Atrocities to ensure that the atrocity prevention work being carried out by different parts of the UN System leads to more effective results.

**STRENGTHEN UN HUMANITARIAN RESPONSE CAPACITY, IN PARTICULAR FOR REFUGEES AND OTHER DISPLACED PERSONS.** The Secretary-General will strongly campaign for more resources and more effective responses to humanitarian crises by prioritizing better coordination of humanitarian relief, support, and assistance to refugees, asylum seekers, and other displaced persons around the world, as well as to populations affected by pandemics, famine, floods, hurricanes, and other human-induced and natural disasters and catastrophes. In addition, the Secretary-General will appoint a high-profile Emergency Relief Coordinator and a new high-level Special Envoy who will be tasked with mobilizing resources to address funding and organizational shortfalls, with an emphasis on Middle Eastern and African refugee crises as well as disaster relief.

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**T**HE UN is mandated to mobilize and coordinate the delivery of global public goods on behalf of the 193 sovereign states. However, there is mounting criticism that the UN System is underperforming and contains too many moving parts; that the Organization has failed to modernize and adapt; that its effectiveness has diminished as the world changes at a faster pace than the UN itself; that its recruitment and personnel policies do not meet present needs; and that a status quo approach by the Organization will make it unfit for purpose in the 21<sup>st</sup> century.

While the UN remains a depository of grand and enduring ideas, and its people include extraordinary and dedicated individuals from all corners of the globe, the Organization's many accomplishments are in danger of being overshadowed by a sense of stagnation, disillusion, and failure.

Trust in the UN and its credibility must be enhanced. Realistic measures must be undertaken to reform the UN Secretariat, paying particular attention to the achievement of gender parity and balanced regional representation. As part of the reform effort, the ninth Secretary-General will need to energize global public opinion through innovative communication strategies. This person will also need to prioritize the Organization's stronger engagement with youth, which represents more than 40 percent of the world's population.

**REVITALIZE UN SECRETARIAT.** The Secretary-General will ensure better value for money; strengthen the Office of Internal Oversight Services; relentlessly fight to eradicate corruption, fraud, and abuse; protect internal whistleblowers; require financial disclosures for all applicable staff and nominees for high-level appointments; create an annual unified and transparent UN budget overview; and demand greater public access to all relevant budgetary documentation.

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**ACHIEVE GENDER PARITY IN SENIOR UN APPOINTMENTS FROM DAY ONE.** From Day One, the Secretary-General will appoint qualified women to 50 percent of UN Under-Secretary-General or equivalent positions, achieve gender parity in appointments for SRSG/DSRSDs and UN Resident Coordinators, and establish better recruitment policies for exceptional individuals worldwide.

**REINVENT PUBLIC OUTREACH, COMMUNICATION, AND YOUTH ENGAGEMENT STRATEGIES.** A revamped media and communication strategy will be devised to enhance the global visibility and understanding of UN activities. This strategy will also encompass effective utilization of all media, including regular real-time social media dialogue with diverse global constituencies. The Secretary-General will vigorously engage with youth and make more programs available for young professionals to interact with, learn from, and contribute to the UN.

**T**HE ninth Secretary-General of the United Nations has to be an individual who is steadfastly determined to advance the common interests and progressive hopes of humanity. This person must be fully committed to responsible global leadership and the purposes and principles of the UN Charter.

The ninth Secretary-General should not only be an experienced and hard-working global diplomat, but also have a deep sense of moral purpose and flawless integrity. Lastly, this person must enjoy the confidence of both developed and developing countries, have the ability to bridge the world's divides, and effectively speak on behalf of all—irrespective of gender, race, creed, color, or nationality.

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I seek the support of Member States guided by three overarching convictions: *first*, that ensuring more robust multilateralism represents the strongest safety-net against the global perils we face in our times; *second*, that a revitalized UN should be the centerpiece of global governance; and, *third*, that UN existing resources must be used more efficiently so that the Organization can deliver the results demanded by its membership and the international community at large.

The UN must be reinvigorated in order to remain what its far-sighted founders intended: the world's premier venue in which Member States coalesce around a common agenda for global progress. And it must strive to recapture the imagination of humanity.

**S**HOULD I be accorded the honor to serve as the ninth Secretary-General of the United Nations, I will endeavor to implement from Day One the 53 specific and concrete commitments contained in the platform that I respectfully submit to the Member States and the general public. I am doing this in accordance with the principles of openness, transparency, and inclusivity that the Presidents of the General Assembly and Security Council have announced should characterize the selection process for this critically important post.



## BIOGRAPHY

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**VUK JEREMIĆ** is the President of the Center for International Relations and Sustainable Development (CIRSD), a public policy think-tank based in Belgrade, and Editor-in-Chief of *Horizons – Journal of International Relations and Sustainable Development*.

IN June 2012, Mr. Jeremić was directly elected by the majority of world's nations to be the President of the sixty-seventh session of the United Nations General Assembly in the first contested vote since the end of the Cold War. During his term in office he launched the negotiations that led to the 2030 Agenda for Sustainable Development.

As President of the General Assembly, he also facilitated the adoption of the breakthrough Arms Trade Treaty, the first legally binding instrument in UN history to establish common standards for the international transfer of conventional armaments. Mr. Jeremić initiated several high-level thematic debates in the UN on critical issues such as climate change, education, social inequality, credit rating agencies, international criminal justice, and the peaceful resolution of conflicts in Africa. A record number of world leaders participated in them, helping the General Assembly assume a more pronounced role in world affairs.

MR. Jeremić served as Serbia's Minister of Foreign Affairs from 2007 to 2012. During his tenure, he paid official visits to over 100 countries, and addressed numerous international summits and conferences. In 2007, he chaired the Council of Europe's Committee of Ministers. In 2011 and 2012, Mr. Jeremić led Serbia's successful campaign for the Chairmanship-in-Office of the Organization for Security and Co-operation in Europe (OSCE) for the year 2015.

PRIOR to becoming Foreign Minister, Mr. Jeremić served as an advisor to the President of Serbia and various government ministries. Before entering public service, Mr. Jeremić worked in London for Deutsche Bank, Dresdner Kleinwort Benson, and AstraZeneca Pharmaceuticals.

MR. Jeremić holds a bachelor's degree in Theoretical and Experimental Physics from Cambridge University and a master's degree in Public Administration/International Development from Harvard University's John F. Kennedy School of Government. He was named a Young Global Leader by the World Economic Forum in 2013 and appointed to the Leadership Council of the United Nations Sustainable Development Solutions Network (UNSDSN) in 2014.

MR. Jeremić served as the President of the Serbian Tennis Federation from 2011 to 2015. He is married to Nataša Jeremić.

# COMMITMENTS

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## I SUSTAINABLE DEVELOPMENT

### A. Global Goals Powerfully Motivate Action

- *Commitment 1*  
Make the 2030 Agenda Central to the UN's Work
- *Commitment 2*  
Mobilize Global Support for the 2030 Agenda

### B. Achieving the Sustainable Development Goals

- *Commitment 3*  
Ensure Annual SDG Reviews at All Levels
- *Commitment 4*  
Prioritize Early Global Action on SDGs Relating to Health, Education, Women, and Social Inequality
- *Commitment 5*  
Elevate UN Engagement on Mobilizing Information and Communications Technologies to Advance the SDGs

## II CLIMATE CHANGE

### A. Engaging Heads of State and Government

- *Commitment 6*  
Urge Member States to Implement the Paris Climate Agreement
- *Commitment 7*  
Encourage Global Shift to Low-Carbon Energy Systems

### B. Inspiring the Global Public

- *Commitment 8*  
Partner With Global Stakeholders to Promote Worldwide Public Awareness and Commitment to the Paris Climate Agreement

### C. Public and Private Financing

- *Commitment 9*  
Advocate for Sustained Funding to Implement the Paris Climate Agreement

## COMMITMENTS

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- *Commitment 10*  
Urge the Rapid Development and Diffusion of Green Technologies

### **D. Important Role of Business**

- *Commitment 11*  
Engage Global Business Leadership on the Climate Agenda
- *Commitment 12*  
Mobilize New Public-Private Partnerships for Low-Emission Technologies

## III CONFLICT PREVENTION AND PEACE OPERATIONS

### **A. Strengthening UN Crisis Management**

- *Commitment 13*  
Develop a Package of Options for Consolidating and Streamlining UN Management of Peace and Security

### **B. Strengthening Preventive Diplomacy**

- *Commitment 14*  
Revitalize the Pool of Mediators and Peacemakers, with an Emphasis on Regional and Gender Diversity
- *Commitment 15*  
Achieve Gender Parity in Appointments for SRSGs/DSRSGs and UN Resident Coordinators From Day One

### **C. Focus UN on Preventive Action Regionally in the Field**

- *Commitment 16*  
Develop Five-Year Plan to Move 20 Percent of Posts in the Department of Political Affairs to the Field

### **D. Reinforcing Peace Operations**

- *Commitment 17*  
Appoint a New Assistant Secretary-General for Force Generation and a New Assistant Secretary-General for the Duty of Care and Discipline in Peace Operations

## COMMITMENTS

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- *Commitment 18*  
Create a Trust Fund for Women in Peace Operations
- *Commitment 19*  
Complete Independent Assessment of Sexual Exploitation and Abuse in Peace Operations
- *Commitment 20*  
Develop Peace Operations Innovations

### **E. A New Deal for African Peace Operations**

- *Commitment 21*  
Develop a Plan to Transition a Range of Security Responsibilities to the African Union

### **F. The Challenges of MENA Stabilization, Terrorism, and Violent Extremism**

- *Commitment 22*  
Develop a Framework for a New Generation of UN Stabilization Missions
- *Commitment 23*  
Deploy Advisory Teams on Violent Extremism to Help Member States Tackle Terrorist Threats
- *Commitment 24*  
Work with Communications and Technology Companies to Counter Extremist Propaganda

### **G. Looming Threats to Peace and Security**

- *Commitment 25*  
Engage Decisively to Enhance Multilateral Work on Non-conventional Threats and Nuclear Non-proliferation, and Strengthen UN Office for Disarmament Affairs

## **IV HUMAN RIGHTS AND HUMANITARIAN RELIEF**

### **A. Improving UN Human Rights Architecture Around “Human Rights Up Front”**

- *Commitment 26*  
Advocate Increasing Budget of UN Office of the High Commissioner for Human Rights

## COMMITMENTS

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- *Commitment 27*  
Establish an Interagency Task Force on the Prevention of Genocide and Other Mass Atrocities
- *Commitment 28*  
Engage Decisively with the UN Human Rights Council

### **B. Women's Rights and Sexual Rights**

- *Commitment 29*  
Appoint a Special Adviser on Gender-Based Violence
- *Commitment 30*  
Improve Implementation of the Women, Peace, and Security Agenda in the UN System
- *Commitment 31*  
Advocate for End to Sex Selection in Favor of Boys and Women's Right to Full Participation in Society
- *Commitment 32*  
Advocate for the Sexual Rights of Women and an End to Violence and Discrimination Based on Sexual Orientation and Gender Identity

### **C. Combatting Human Trafficking**

- *Commitment 33*  
Advocate for Broader Implementation of the Trafficking Protocol

### **D. Promoting the Right to Education**

- *Commitment 34*  
Advocate for the Right to Education and Develop Education Alternatives for Children in Conflict Zones

### **E. Access to Justice and Legal Empowerment**

- *Commitment 35*  
Support the Establishment of a Global Fund for Access to Justice

### **F. Business and Human Rights**

- *Commitment 36*  
Urge Member States to Create National Action Plans on Business and Human Rights

## COMMITMENTS

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### **G. Alleviating the World's Refugee and Displaced Persons Crises**

- *Commitment 37*  
Enhance UN Capacity for Financing Humanitarian Responses to Displacement
- *Commitment 38*  
Advocate Globally for the Rights of Refugees and Displaced Persons

### **H. Humanitarian Disaster Relief**

- *Commitment 39*  
Improve UN's Humanitarian Response to Pandemics and Natural Disasters

## V UNITED NATIONS REVITALIZATION

### **A. Role of Women in UN Leadership Positions**

- *Commitment 40*  
Appoint Women to 50 Percent of UN Under-Secretary-General or Equivalent Positions From Day One

### **B. Oversight and Ethics**

- *Commitment 41*  
Strengthen Independence and Operations of Office of Internal Oversight Services
- *Commitment 42*  
Require Public Financial Disclosures for All Applicable Staff and Private Disclosures for Nominees for High-level Appointments
- *Commitment 43*  
Relentlessly Fight to Eradicate Corruption
- *Commitment 44*  
Protect Internal Whistleblowers
- *Commitment 45*  
Create an Annual, Unified, and Transparent Presentation of the Budget of the UN
- *Commitment 46*  
Advance Implementation of Public Sector Accounting Standards and Develop a System-wide Approach to Procurement

# COMMITMENTS

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## **C. Strategic Planning: Monitoring and Evaluation**

- *Commitment 47*  
Develop Strategic Plan for UN Secretariat

## **D. Reform of UN Security Council**

- *Commitment 48*  
Further the Dialogue on Security Council Reform

## **E. Reform of UN Financing**

- *Commitment 49*  
Further the Dialogue on Financing Reform

## **F. Public-Private Partnerships**

- *Commitment 50*  
Appoint a Special Envoy on Philanthropic Outreach

## **G. Making UN Widely Accessible**

- *Commitment 51*  
Achieve Consistent Inclusion of Civil Society
- *Commitment 52*  
Reinvent UN Media and Communications Strategy

## **H. Youth Engagement**

- *Commitment 53*  
Engage UN with Youth



# I

## SUSTAINABLE DEVELOPMENT

## SUSTAINABLE DEVELOPMENT

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**A**CHIEVING sustainable development will be the world's overriding challenge in this century. Throughout most of human history, the challenges of integrating economic development, social inclusion, and environmental sustainability have been local, or perhaps regional.

In the 21<sup>st</sup> century, however, they are indisputably global. Only through global cooperation can individual nations overcome the interconnected crises of extreme poverty, economic instability, social inequality, and environmental degradation.

The UN is essential in this era of unprecedented and increasing interdependence. Our fates are bound together in a globalized economic and financial system, with planetary-scale environmental threats, war, and violence that spill across national boundaries, gross human rights abuses, and public health crises, such as emerging infectious diseases that can quickly take on a global character. As foreseen in the UN Charter, worldwide cooperation through the UN is critical to develop multilateral solutions to face these global-scale challenges.

*Only through global cooperation  
can individual nations overcome the  
interconnected crises of extreme poverty,  
economic instability, social inequality,  
and environmental degradation*

The world was first put on alert to the impending collision course between global economic growth and global environmental sustainability more than four decades ago, at the UN Conference on the Human Environment in Stockholm in June 1972. Twenty years later, at the 1992 Rio Earth Summit, Member States adopted three international treaties—one on climate change (UN Framework Convention on Climate Change, or UNFCCC), another on biodiversity (Convention on Biological Diversity, or CBD), and a third on desertification (UN Convention to Combat Desertification, or UNCCD)—to head off the growing threats of human-induced environmental degradation.

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**Y**ET when Member States met at the Rio+20 Summit in June 2012, they grimly noted that 40 years after the first warnings, and 20 years after signing the aforementioned pivotal treaties, humanity was continuing along its perilous trajectory beyond planetary limits. That is why they called for the formulation, adoption, and implementation of the Sustainable Development Goals (SDGs).

At the start of my term as President of the 67<sup>th</sup> Session of the UN General Assembly (UNGA), I was given the privilege to launch the historic negotiations on the post-2015 agenda, which culminated three years later with the adoption of *Transforming our world: The 2030 Agenda for Sustainable Development* (2030 Agenda) in September 2015. A few months later, Member States came together in the French capital to unanimously adopt the historic *Paris Agreement under the United Nations Framework Convention on Climate Change* (Paris Climate Agreement).

These historic agreements, which together form the centerpiece of the UN's new agenda on sustainable development, reflect a core reality of our time. Crises of sustainable development have already become crises of global and national security. Member States face increasingly complex challenges of energy, food, and water security. They face the crisis of the rising frequency and intensity of natural disasters, with a soaring number of floods, droughts, heat waves, extreme storms, and forest fires. They also face the problem of providing jobs for their young people, with many Member States having populations growing too fast to meet the need for employment and education. Globalization and technological change have richly rewarded those at the top of the income distribution chain, but have left a generation of young people lower down the income distribution chain in economic peril.

Many of the world's conflict zones—the Sahel, the Horn of Africa, the Levant, the Gulf, and Western Asia—are dry land regions already suffering from surging hunger caused by decreasing rainfall coinciding with rising populations.

These conflicts are typically interpreted as crises of politics and religion—and they surely reflect geopolitics as well. Yet these conflicts are also being stoked by droughts, famines, mass migration, and other symptoms of economic, social, and environmental unsustainability.

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**T**HIS is not a time for despair, but for resolve. We have seen the potential for rapid technological advances that can cut poverty and save lives. Since 1990, the rate of extreme poverty in the developing world as defined by the World Bank has fallen by around three quarters—from 37 percent of the world’s population in 1990 to an estimated 9.6 percent in 2015.

While it is true that China has contributed the most to this historic decline in poverty, it is also important to recognize that sub-Saharan Africa too has markedly reduced its poverty rate—from an estimated 58 percent in 1990 to an estimated 37 percent in 2015. Disease burdens of malaria, HIV/AIDS, and other killers that once spread out of control are now coming down, thanks to the hard work of Member States and NGOs, backed by the latest scientific and technological advances. Latin America and the Caribbean have also seen notable declines in the region’s inequality rate, having halved its extreme poverty indicators from 25 percent in 2000 to 12 percent in 2010, and the fight against the spread of the Zika virus seems to have learnt lessons from the campaign to fight Ebola in Africa.

*The UN must stand at the center of  
the global effort to achieve  
sustainable development*

The UN must stand at the center of the global effort to achieve sustainable development—one that draws on every stakeholder: Member States, private businesses, non-governmental organizations, universities and research centers, international financial institutions, and, of course, the UN System itself.

The 2030 Agenda, which includes 17 SDGs and 169 targets, together with the Paris Climate Agreement, underscores the UN’s unique and historic global role. Implementing these key accords will occupy the international community for the coming generation, and will help the world achieve historic outcomes, including: the end of extreme poverty (SDG 1), the elimination of gender inequality (SDG 5), the control of human-induced climate change (SDG 13), and the protection of marine (SDG 14) and terrestrial ecosystems (SDG 15).

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A SUCCESSFUL transition to sustainable development will require focused, increased, and targeted investments until at least mid-century, with an urgent phase taking place between now and 2030. No Member State can succeed in this transition solely on its own; significant global cooperation will be required. Nor are the international financial institutions and multilateral development banks able to lead this process on their own—though they are indeed crucial to its success.

*The practical challenge now facing the UN—a challenge of truly historic proportions—is how to support Member States, at all levels of economic and social development, to achieve sustainability*

It is only the UN that can be at the fulcrum of this historic effort because all of the aforementioned issues are inherently global and only the UN has comprehensive legitimacy and universal membership to address such challenges. These cut across diplomatic, strategic, cultural, and economic domains, and require the ability to tap global expert knowledge in multiple disciplines. Solving them will require global standards of measurement, monitoring, coordination, and oversight.

The practical challenge now facing the UN—a challenge of truly historic proportions—is how to support Member States, at all levels of economic and social development, to achieve sustainability.

However, there are three fundamental reasons for optimism.

*First*, the world is enjoying a great wave of technological advancement, mainly around information and communications technologies (ICTs), genomics, advanced materials using nanotechnology, and other advances in materials sciences.

*Second*, the world is rapidly urbanizing. This matters fundamentally because cities are conducive to technological advancement and the provision of key infrastructure such as roads, power, water,

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and sewers. The key role of cities in sustainable development is recognized clearly in SDG 11 (“make cities and human settlements inclusive, safe, resilient, and sustainable”).

And, *third*, after two centuries of unprecedented growth, the world’s population is finally stabilizing. Slower population growth rates across the world, marked by lower fertility and mortality rates, help societies invest more in the human capital (health, nutrition, and education) of their children and protect their natural capital.

**Y**ET there are also reasons why these challenges are daunting. For instance, cooperation in policy implementation remains difficult, even following the historic diplomatic agreements of 2015. The problem of allocating responsibilities across Member States to achieve sustainable development continues to be daunting. The issues of climate financing have not yet been fully resolved. More generally, Official Development Assistance (ODA) has not been delivered at the levels that have been repeatedly promised. Working to secure prior pledges made in various fora will be an important task for the Secretary-General.

Perhaps the greatest global challenge is that, unlike most economic development in the last 250 years, the next technological age will have to be actively steered by conscious design, planning, and policy. In the past, technologies unfolded in an open-ended process. From coal, steel, and internal combustion, to automobiles, electrification, aviation, and information technology, technologies evolved through global market dynamics, wartime pressures, geopolitical change, etc. The technological environment evolved; by and large, it was not actively created. Now the world needs to collectively shift its technologies from heavy resource use to sustainable patterns of production and consumption, and so honor the pledge to “leave no one behind.”

### *A. Global Goals Powerfully Motivate Action*

**T**HE UN System has set numerous specific, quantified, and time-targeted goals throughout its existence. A striking early example is the eradication of smallpox over an 11-year period. Others include the acceleration of economic growth over the 1960s and reductions

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in infant and child mortality achieved in the 1980s and 1990s. More recently, the era defined by the Millennium Development Goals (MDGs) offers a striking case of how global goals can promote change; at the same time, however, it points to some of the limitations and challenges of converting goals into action.

In addition to UN activities, such as Every Woman Every Child, the MDGs spurred dozens of major initiatives around the world by Member States, donor governments, leading NGOs, the G8, the G20, and major foundations, amongst others.

Notable actions organized to help achieve the MDGs have included the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Global Alliance for Vaccines and Immunizations, the World Bank's Global Agriculture and Food Security Program, and major academic studies on pathways to realizing the MDGs, such as a series of groundbreaking best practice studies in public health.

*The Secretary-General must place sustainable development at the very top of the UN's agenda and assume a leadership role in pulling together the various parts of the UN System in following the progress, or lack thereof, on implementing the SDGs*

Substantial progress was achieved on many of the MDGs. There were also many failures that need to be understood and acknowledged, such as a shortfall on ODA pledges; a slow and incomplete statistical effort to support national and global MDG monitoring; lack of precision and focus in parts of the UN System; and weak coordination with non-UN entities and sources.

While the Secretary-General is *primus inter pares* among the heads of UN specialized agencies, the UN's top official can nonetheless make an essential contribution to ensuring that the UN System acts

## SUSTAINABLE DEVELOPMENT

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as a “system” rather than a collection of separate entities—both in terms of normative and operational activities.

Operational activities for development account for a large share of the UN System’s expenditures, but they are not under the Secretary-General’s direct control and are not discussed here in detail.

**T**HE overarching lesson, however, is that global development goals can indeed help to organize, motivate, mobilize, and inspire accelerated action. The UN’s own efforts have involved the leadership of successive Secretaries-General in providing overall strategic steering of the 15-year effort; active cooperation of the UN agencies; full participation of the UNGA in adopting strategies and monitoring the entire process; the overall goodwill of the Member States; and engagement with other global stakeholders.

In light of these important lessons, the Secretary-General must place sustainable development at the very top of the UN’s agenda and assume a leadership role in pulling together the various parts of the UN System in following the progress, or lack thereof, on implementing the SDGs.

**COMMITMENT 1 – MAKE THE 2030 AGENDA CENTRAL TO THE UN’S WORK.** The Secretary-General will instruct all UN country missions to fully prioritize all country teams’ work and activities on implementing the 2030 Agenda. More broadly, the Secretary-General will focus on coordinating the UN System’s work on this core issue in order to overcome the usual centrifugal forces and help identify priorities and sequencing at country levels.

**COMMITMENT 2 – MOBILIZE GLOBAL SUPPORT FOR THE 2030 AGENDA.** The Secretary-General will be the foremost advocate globally of the SDGs and the 2030 Agenda. The Secretary-General will meet regularly with leading members of the global business community, media, NGOs, academia, and other stakeholders to further encourage their engagement in the global effort to secure the funds needed to finance the 2030 Agenda, including through Public-Private Partnerships. The Secretary-General will also convene semi-annual meetings with heads of international financial institutions and multilateral development banks in order to assess progress on this issue.

### ***B. Achieving the Sustainable Development Goals***

**T**HE 2030 Agenda, including the 17 SDGs, marks an unprecedented commitment by all Member States, aimed at “all nations, all peoples, and all segments of society.” In adopting the 2030 Agenda, Member States were very conscious of the boldness of their undertaking. They recognized that special implementation means would be required to achieve the 2030 Agenda. It is, however, worth highlighting some of the distinctive aspects of the implementation challenge, as noted by the Member States:

*First*, the scale and ambition of the 2030 Agenda requires a revitalized global partnership to ensure its financing and implementation, bringing together Member States, the private sector, civil society, the entire UN System, and other actors.

*Second*, the global community must mobilize public and private financial resources, capacity building, and the transfer of environmentally sound technologies on favorable terms.

*Third*, the new financing must combine both public and private flows.

*Fourth*, civil society will be a crucial partner, including non-governmental and philanthropic organizations.

*Fifth*, the UN must pay special attention to ending conflicts and consolidating peace in post-conflict countries.

*Sixth*, high-income donors will have to honor their respective financing commitments to developing countries.

*Seventh*, the developing countries should be given a stronger voice in international economic decision-making, norm-setting, and global economic governance, with special attention paid to African Member States, Least Developed Countries, Landlocked Developing Countries, Small-Island Developing States, and Middle-Income Countries.

And, *eighth*, high-quality indicators should support the SDGs and the SDG targets. High-quality data generated at the local and national levels should serve several essential functions: efficient and equitable service delivery; public management of the SDGs; and the global verification of progress, or lack thereof, in the implementation of the SDGs.

## SUSTAINABLE DEVELOPMENT

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**T**HE Secretary-General can and must play a crucial role in advancing the implementation of the SDGs, relying, inter alia, on the power of the office to convene key stakeholders, the expertise found within the UN System, and the ability to mobilize public and private financing.

**COMMITMENT 3 – ENSURE ANNUAL SDG REVIEWS AT ALL LEVELS.** The Secretary-General will work closely with the annual High-level Political Forum (HLPF) within the Economic and Social Council (ECOSOC) to encourage donor countries to fulfill their commitments. In addition, the Secretary-General will instruct all regional UN economic commissions, liaison offices, regional centers, and other appropriate parts of the UN System to coordinate on convening annual SDG meetings of the Member States in every region, with an emphasis on cross-border initiatives and infrastructure in support of the SDGs.

**COMMITMENT 4 – PRIORITIZE EARLY GLOBAL ACTION ON SDGs RELATING TO HEALTH, EDUCATION, WOMEN, AND SOCIAL INEQUALITY.** The Secretary-General will work with the UN agencies, development organizations, and Member States to design, create, and promote effective global action to jump-start the SDGs that are focused on human capital. These will include health (SDG 3: “ensure healthy lives and promote well-being for all at all ages”); education (SDG 4: “ensure inclusive and equitable quality education and promote lifelong learning”); women (SDG 5: “achieve gender equality and empower all women and girls”); and social inequality (SDG 10: “reduce inequality within and among countries”). Additionally, the Secretary-General, building on the outcomes of the 2015 World Humanitarian Summit, will work with all relevant stakeholders to establish a seamless connection between conflict prevention and resolution, and long-term sustainable development.

**COMMITMENT 5 – ELEVATE UN ENGAGEMENT ON MOBILIZING INFORMATION AND COMMUNICATIONS TECHNOLOGIES TO ADVANCE THE SDGs.** The Secretary-General will upgrade the role of the Broadband Commission on Sustainable Development to ensure populations fully participate in tomorrow’s emerging knowledge societies by advancing broadband policy, affordability, and adoption. These efforts will also be supported by the establishment of a Global ICT Business Leadership Council.

# II

## CLIMATE CHANGE

## CLIMATE CHANGE

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**A**DDRESSING climate change is a crucial element of sustainable development. It is critical to understand that the climate knows not of borders and nations, and makes no distinction between races or creeds. Combatting climate change is a truly global endeavor that should bear no dissent and no opt-outs.

In highlighting climate action (SDG 13: “take urgent action to combat climate change and its impacts”), the 2030 Agenda points to the Paris Climate Agreement, which aims to implement the UNFCCC. This historic accord is the first step in a half-century’s worth of decisive and common engagement to limit human-induced global warming. The new agreement calls on the world to restrict warming to “well below 2°C,” and even to aim to limit warming to 1.5°C. Success in meeting these targets will require a strategic transition to low-carbon energy systems by 2050, and the achievement of near-zero net greenhouse gas emissions by 2070.

*Combatting climate change is  
a truly global endeavor that should  
bear no dissent and no opt-outs*

**B**Y signing the Paris Climate Agreement, Member States committed to adopt Nationally Determined Contributions (NDCs) towards a low-greenhouse-gas-emission global economy. But most have not yet begun to implement their newly announced targets and strategies. Many Member States are objectively not yet in a position to bring about rapid change in their energy policies. The planning horizons of many major businesses remain too short to induce the necessary changes in their business practices.

The world has lost far too much time since the challenges of sustainable development were first placed on the global agenda 40 years ago. CO<sub>2</sub> concentrations in 1972 stood at 328 parts per million (ppm). By 1992, CO<sub>2</sub> concentrations had already reached 357 ppm, above the danger zone of 350 ppm. As of 2015, the world exceeded the 400-ppm mark. In just a few years, unless the world acts coherently and decisively, the last chance to keep global warming well below 2°C relative to the pre-industrial average temperature—the central objective of the Paris Climate Agreement—will be squandered.

### *A. Engaging Heads of State and Government*

**T**HE world faces the daunting challenge of securing the implementation of the Paris Climate Agreement. Such an endeavor cannot succeed without maintaining strong and consistent political support at the highest decision-making level in all Member States.

**COMMITMENT 6 – URGE MEMBER STATES TO IMPLEMENT THE PARIS CLIMATE AGREEMENT.** Acknowledging that the UNFCCC is the primary international, intergovernmental forum for negotiating the global response to climate change, the Secretary-General will work relentlessly with Heads of State and Government to assist them in achieving Member States’ NDCs. The Secretary-General will place all relevant UN resources at the disposal of Member States, in order to support their efforts to strengthen their respective resilience and adaptive capacities to climate-related hazards and natural disasters, as well as to integrate climate change measures into their respective national policies, strategies, and planning.

**COMMITMENT 7 – ENCOURAGE GLOBAL SHIFT TO LOW-CARBON ENERGY SYSTEMS.** The Secretary-General will urge all Member States to convene expert teams to design and conduct national studies on how to achieve their own path to low-carbon energy by 2050 that will still enable vibrant growth and the improvement of living standards, thus enabling them to meet their NDCs of reducing greenhouse gas emissions. In addition, the Secretary-General will support bodies working on developing low-emissions technologies and actionable data to monitor progress in reducing global greenhouse gas emissions.

### *B. Inspiring the Global Public*

**T**HE climate agenda can only be successful if there is public recognition of the urgent need to change how we live, work, and use natural resources. Success will also require massive public education and awareness regarding climate change.

**COMMITMENT 8 – PARTNER WITH GLOBAL STAKEHOLDERS TO PROMOTE WORLDWIDE PUBLIC AWARENESS AND COMMITMENT TO THE PARIS CLIMATE AGREEMENT.** The Secretary-General will devote substantial attention to working with climate change advocates, civil

society organizations and NGOs, the private sector, the media, and other stakeholders to educate citizens around the world about the climate change agenda.

### *C. Public and Private Financing*

**T**HE 2015 Addis Ababa Action Plan for Financing for Development underscores the crucial financing challenges that lie ahead. Decisive steps must be taken to influence the global financial system so that it supports the transition into a high-tech, low-carbon, and socially-inclusive world economy.

The Paris Climate Agreement reaffirms the donor pledge of \$100 billion per year to support developing countries in addressing climate change—both for mitigation and adaptation.

**COMMITMENT 9 – ADVOCATE FOR SUSTAINED FUNDING TO IMPLEMENT THE PARIS CLIMATE AGREEMENT.** The Secretary-General will strongly advocate effective financing and operations proposals for the New Green Climate Fund, which was created under the UN Framework Convention on Climate Change, as well as for the Global Environment Facility (GEF), the world’s main financing instrument for the conservation of biodiversity. The Secretary-General will also establish a High-level Commission on Private Sector Financing of Climate Transformation. The Commission will work in conjunction with the UN and international financial institutions to develop a sustained financing plan that engages the world’s stock markets players, pension fund associations, banks, and other private sector actors. In addition, the G20 will be strongly encouraged to further engage on the climate agenda. In the context of financing, it will be particularly important to ensure that the Least Developed Countries and Small Island Developing States are helped to substantially increase their capacity for effective climate-change planning and management.

**COMMITMENT 10 – URGE THE RAPID DEVELOPMENT AND DIFFUSION OF GREEN TECHNOLOGIES.** Technology innovation and transfer are among the most important instruments of climate mitigation and adaptation strategies, but significant additional expenditures will be required for research, development, demonstration, and diffusion

of cutting-edge green technologies. The Secretary-General will strongly encourage investments by governments, the private sector, and other major financing mechanisms to jump-start the development of 21<sup>st</sup>-century technologies required to achieve the global transition to low-carbon energy systems by 2050.

### *D. Important Role of Business*

**T**HE Paris Climate Agreement will require the leadership of the world's multinational corporations, which are among the most powerful actors on the global scene. Global companies have extraordinary reach and power. As of 2014, the world's multinational companies had total assets of approximately \$102 trillion and employed around 75 million workers, with sales by foreign subsidiaries and affiliates amounting to approximately \$36 trillion.

Implementing the Paris Climate Agreement will require a Public-Private Partnership of unprecedented depth, breadth, and intensity. Private business dominates the world economy, holds the intellectual property of key technologies, and constitutes some of the world's most effective large-scale management systems. The UN should partner with far-sighted and accountable businesses, while strongly encouraging others to join in such an endeavor.

**COMMITMENT 11 – ENGAGE GLOBAL BUSINESS LEADERSHIP ON THE CLIMATE AGENDA.** The Secretary-General will convene global business leadership annually through the Global Compact, International Chamber of Commerce, World Economic Forum, World Business Council on Sustainable Development, and other fora, to mobilize business to advance the climate agenda. The Secretary-General will encourage the UN Global Compact to report on private sector initiatives under the Paris Climate Agreement, which will help identify gaps and opportunities for future investments.

**COMMITMENT 12 – MOBILIZE NEW PUBLIC-PRIVATE PARTNERSHIPS FOR LOW-EMISSION TECHNOLOGIES.** The Secretary-General will work with leaders in the public and private sectors to promote research and development of these new technologies in areas such as carbon capture and storage, renewable energy, low-emission vehicles, and advanced synthetic fuels.



# III

## CONFLICT PREVENTION AND PEACE OPERATIONS

## CONFLICT PREVENTION AND PEACE OPERATIONS

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**T**HE Secretary-General will take office at a time of growing global insecurity and instability. By historical standards, many parts of the world remain remarkably peaceful. Yet endemic violence across the Middle East and North Africa (MENA), and recurrent conflicts in parts of Africa, are causing huge suffering and testing the UN's capacity for conflict prevention, peacemaking, peacekeeping, and peacebuilding.

In 2014, the last year for which solid mortality figures are available, over 100,000 people died in 40 conflicts worldwide—representing the highest annual death rate in more than 20 years. In the same year, terrorist attacks claimed more than 30,000 lives—nearly twice as many as in 2013. In 2015, there were nearly 60 million refugees, internally displaced persons (IDPs), and asylum seekers globally—an all-time high. The vast majority had been forced into flight by conflict.

UN humanitarian workers, mediators, and peacekeepers are indispensable to global efforts to stem this surge in violence. The overall number of uniformed peacekeepers is at record highs: there are currently over 100,000 uniformed personnel (troops, police officers, and military observers) serving under UN command. The UN's projected humanitarian costs for 2016 are over \$20 billion. Its combined annual peacekeeping and Special Political Mission (SPM) budgets are now \$9 billion.

*It is possible for the UN to meet the emerging peacekeeping and peacebuilding challenges, but only if there is an overhaul of how these activities are organized and delivered*

These demands are putting the UN System under huge strain; it is probable that the UN will face even greater burdens in the time ahead.

**T**HE UN must both help preserve stability and handle recurrent crises in various African countries where it is deployed, while also continuing to monitor, promote, and contribute to peacebuilding and disarmament efforts in Latin America and the Caribbean. It must also prepare itself for a new wave of civilian and military

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stabilization tasks across MENA—from Libya to Iraq. Handling these and potentially other problems simultaneously presents the UN with a strategic challenge.

This is further exacerbated by the fact that, in MENA and parts of West Africa, the UN and the wider international community face particularly acute threats from violent extremism. In these regions, the UN should be a crucial actor in a far broader struggle against violent extremism that has already claimed so many lives throughout the world. The Secretary-General has stated that preventing violent extremism (PVE) is a priority. The UN's efforts must be redoubled in the time ahead, with a focus on long-term measures to reduce the appeal of radical ideologies, as well as on short-term steps to protect civilians from terror.

The world also faces looming shifts in the nature of conflict. These include the increasing dangers of cyber warfare and a new generation of biological weapons, among others.

**I**T IS possible for the UN to meet the emerging peacekeeping and peacebuilding challenges, but only if there is an overhaul of how these activities are organized and delivered. In particular, tough questions should be asked and answered regarding the UN System's comparative advantage. On paper and often in reality, the UN is the only institution that can bring to bear a full range of services on domains from humanitarian relief and human rights, to peacebuilding and sustainable development. At a minimum, such a focus will require making the development and humanitarian parts of the UN System dovetail better than in the past.

### *A. Strengthening UN Crisis Management*

**T**HE UN Secretariat's current systems for overseeing crisis diplomacy and peace operations are stretched beyond capacity to manage its current level of activities—let alone a further expansion in operations. The 2015 High-level Panel on Peace Operations underlined that UN “bureaucratic systems configured for a headquarters environment limit the speed, mobility, and agility of response in the field.”

## CONFLICT PREVENTION AND PEACE OPERATIONS

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**COMMITMENT 13 – DEVELOP A PACKAGE OF OPTIONS FOR CONSOLIDATING AND STREAMLINING UN MANAGEMENT OF PEACE AND SECURITY.** In recent years, some have argued in favor of a consolidation of the Department of Political Affairs (DPA), Department of Peacekeeping Operations (DPKO), and Department of Field Support (DFS). Others, including the High-level Panel on Peace Operations, have proposed an additional Deputy Secretary-General for Peace and Security to “oversee a significant change in the way existing Headquarters peace and security structures are configured and how they deliver to the field.” These proposals are worthy of detailed consideration, including an evaluation on a cost-benefit basis, and in terms of maximizing operational efficiency. Options for review will be presented to the Security Council (UNSC) and the UNGA in 2017.

### *B. Strengthening Preventive Diplomacy*

**A**CCORDING to the 2015 High-level Panel on Peace Operations, “conflict prevention and mediation must be brought back to the fore” in the work of the UN. The Secretary-General made strengthening DPA an early priority and also promoted SPMs as a conflict management tool. He has also supported proposals for improving the financing of SPMs and mediation work, but these have yet to yield practical solutions and secure appropriate financial support.

**COMMITMENT 14 – REVITALIZE THE POOL OF MEDIATORS AND PEACEMAKERS, WITH AN EMPHASIS ON REGIONAL AND GENDER DIVERSITY.** The average UN envoy today is more than 90 percent likely to be a man. There are also striking gaps in terms of where UN envoys come from, including an absence of senior Asian diplomats. Today, only five of the over 60 SRSGs, DSRSGs, and Force Commanders dealing with conflict issues in Africa, Europe, and the Middle East on behalf of the UN come from the Asia and the Pacific region, and there is also a significant shortage of Asian officials serving the UN at mid-level positions. The Secretary-General will work to emulate the diverse regional and gender representation found in DPA’s Mediation Support Unit in its own pool of mediators and peacemakers. Additionally, the Secretary-General will develop a diverse pool of short-term high-level envoys to serve on behalf of the UN in addressing crises early and confidentially.

## CONFLICT PREVENTION AND PEACE OPERATIONS

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**COMMITMENT 15 – ACHIEVE GENDER PARITY IN APPOINTMENTS FOR SRSGs/DSRSGs AND UN RESIDENT COORDINATORS FROM DAY ONE.** Resident Coordinators are the highest UN officials and chiefs of UN missions in a country, except when there is a mission from DPKO, in which case the Special Representative of the Secretary-General (SRSG) is the highest official. Of the some 130 Resident Coordinators, approximately one third are women; in 2015, just two women were appointed to SRSG/DSRSG-level positions, alongside 23 men. From Day One, qualified women will be half of new appointments on an ongoing basis for SRSG/DSRSGs and UN Resident Coordinators. The Secretary-General will also work with Member States to identify more female senior military officers to serve as Force Commanders.

### *C. Focus UN on Preventive Action Regionally in the Field*

**S**ENIOR UN envoys, and the UN System as a whole, can only work effectively if the Organization has a strong network of political officers in countries and regions at risk of conflict. UN officials based outside New York can play an outsized role in early warning, conflict prevention, and peacemaking. The UN's regional offices in West Africa (UNOWA) and Central Asia (UNRCCA) have been widely praised for their role in stemming escalating tensions in Guinea and Kyrgyzstan, respectively. The newer regional office in Central Africa has led efforts to respond to crises in Burundi and Central African Republic. UN liaison offices in Brussels, Addis Ababa, and other regional centers offer useful channels for discussions with regional organizations.

**COMMITMENT 16 – DEVELOP FIVE-YEAR PLAN TO MOVE 20 PERCENT OF POSTS IN THE DEPARTMENT OF POLITICAL AFFAIRS TO THE FIELD.** The Secretary-General will work with the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the UNGA's Fifth Committee to consider a plan to reallocate a number of DPA posts from New York to UN regional centers and liaison offices, especially in Africa and the Middle East. In five years, the goal should be to have moved the equivalent of 20 percent of DPA's current New York-based staff quota (50 of some 250 personnel staff funded by the regular budget) to field-based posts, in order to improve the quality of information that the Secretary-General and UNSC receive, and to increase the UN Secretariat's capacity for analysis and diplomatic

engagement. This approach will allow the UN to shift towards a more proactive model of real-time preventive diplomacy, in addition to reinforcing its partnerships with leading regional actors.

### *D. Reinforcing Peace Operations*

THE UN is already heavily invested in a series of major peace operations in Africa and faces the prospect of new large-scale missions in the MENA region. The 2015 High-level Panel on Peace Operations has identified a broad range of policy issues that need urgent attention in current UN missions. The Secretary-General will implement the practical aspects of the High-level Panel's recommendations, with a special focus on improving the UN's planning capacity, strengthening peacekeeping partnerships, and enacting a zero tolerance policy towards those who commit acts of sexual abuse or refuse to follow orders.

Additionally, the successful September 2015 Summit on Peacekeeping, hosted by the United States of America, also set the stage for a major reinforcement of UN operations with forces from current and new contributors. China's notable public commitment to contribute 8,000 troops and train 5,000 peacekeepers highlights the global interest in, and importance of, these efforts. The Secretary-General will strengthen peace operations—and in particular the ability of peacekeepers to protect civilians—through a number of measures.

#### **COMMITMENT 17 – APPOINT A NEW ASSISTANT SECRETARY-GENERAL FOR FORCE GENERATION AND A NEW ASSISTANT SECRETARY-GENERAL FOR THE DUTY OF CARE AND DISCIPLINE IN PEACE OPERATIONS.**

The Secretary-General will propose a new Assistant Secretary-General (ASG) post focused on force generation, appointing a senior official with UN experience as an ambassador to Troop Contributing Countries (TCCs) and Police Contributing Countries (PCCs). While the September 2015 Summit saw Member States commit over 40,000 new troops and police officers to UN missions, it is essential that the UN Secretariat works closely with existing TCCs/PCCs to ensure this is not just a temporary boost to capacity. In addition, the Secretary-General will prioritize initiatives to improve medical and mental health support for peacekeepers, and propose the appointment of a new ASG to improve the UN's capacity to meet its duty of care to field personnel, while also launching initiatives to improve discipline.

## CONFLICT PREVENTION AND PEACE OPERATIONS

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**COMMITMENT 18 – CREATE A TRUST FUND FOR WOMEN IN PEACE OPERATIONS.** Given the impact on gender diversity among peacekeepers on force acceptance, the Secretary-General, in consultation with UN Women, will launch a Trust Fund for the Promotion of Women in Peace Operations, offer resources for training female officers, and assist TCCs/PCCs in planning these officers' deployments. In addition to the lack of top-level female envoys highlighted above, women are also under-represented at all levels in peace operations. Recent data indicates that women still account for fewer than five percent of military personnel, ten percent of police officers, and just under 30 percent of civilian staff in UN missions. While taking steps to increase the number of women in top-level UN appointments, TCCs and PCCs will also be incentivized to deploy more women and even all-female units, such as the much-praised Indian police unit in Liberia.

**COMMITMENT 19 – COMPLETE INDEPENDENT ASSESSMENT OF SEXUAL EXPLOITATION AND ABUSE IN PEACE OPERATIONS.** Recurrent evidence of sexual abuse by peacekeepers is causing immense damage to the UN. These issues must be addressed aggressively, fully, and completely, with the Secretary-General working with DPKO and TCCs/PCCs to ensure that those forces that commit transgressions are held to account. An independent assessment on sexual exploitation and abuse in peace operations will be conducted in 2017, in order to review the results of the work done by the recently appointed Special Coordinator to address this important issue.

**COMMITMENT 20 – DEVELOP PEACE OPERATIONS INNOVATIONS.** The Secretary-General will work with leading technology companies to set up a Peace Operations Innovations Lab, bringing together UN officials and technical specialists to discuss innovative high-technology responses to the challenges facing UN missions. Although the UN has made notable progress in utilizing drones and social media, it could do much more—for example, by harnessing tools such as big data to map conflicts and identify civilians at risk.

### *E. A New Deal for African Peace Operations*

THE UN continues to face enormous operational challenges in Africa, with new crises—such as those in Mali, Central African Republic, and Burundi—breaking out alongside recurrent bouts of violence in

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areas where the UN has long been deployed. Yet it is important to step back from serious operational challenges to review what the UN has achieved for African peace and security over nearly two decades.

After the 1994 Rwandan genocide and failures in Somalia, the UN's credibility in Africa was brought into question. The UNSC mandated very few missions on the continent between 1995 and 2000. In the late 1990s and early 2000s, appalling violence swept through large parts of West, Central, and East Africa. From 2000 onwards—in considerable part due to the personal commitment of the then Secretary-General—the UN launched a series of new peace operations in Africa that, despite many setbacks, have contributed to the gradual stabilization of large parts of the continent.

*It will be the Secretary-General's responsibility to chart a new course for the UN in Africa*

The UN has also been an essential partner to African governments, the AU, and sub-regional organizations such as the Economic Community of West African States (ECOWAS), in developing their own crisis management capabilities. In the 1990s, African militaries could deploy roughly 10,000 peacekeepers at any one time. Today, the number of African personnel serving in UN and African Union (AU) missions is over 80,000. This increase is a result of the efforts of African governments and a wide range of donors, including the European Union. The UN has also constantly worked to sustain African capabilities—whether through diplomatic cooperation, planning support or, as in Somalia, providing logistical and administrative support to high-intensity operations.

**A**FRICAN leaders have expressed readiness to further increase their responsibilities for maintaining peace and security on their continent and to provide “African solutions to African problems.” The 2015 High-level Panel on Peace Operations urged the UNSC and wider UN to support those ambitions. Tangible steps have been taken towards devising mechanisms for funding future AU missions through UN-assessed contributions, coupled with financing from African governments themselves.

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Simultaneously, however, UN missions in Africa face mounting questions over their operational effectiveness and credibility. In cases including Darfur, the Democratic Republic of Congo, and South Sudan, peacekeepers have repeatedly struggled to handle serious crises. The Secretary-General will have an important role to play in addressing the problems of these missions and supporting African leaders' desire to take greater responsibility for security matters. It will be the Secretary-General's responsibility to chart a new course for the UN in Africa—and the UN must support the AU in becoming even more active.

**COMMITMENT 21 – DEVELOP A PLAN TO TRANSITION A RANGE OF SECURITY RESPONSIBILITIES TO THE AFRICAN UNION.** The Secretary-General will develop—in consultation with, and subject to the approval of, the UNSC and the AU—a five-year plan to consolidate the UN's contribution to peace in Africa and transition a range of security responsibilities to the AU and sub-regional organizations.

Such a plan should include the following key elements:

*First*, boosting the AU's political, civilian, and military capacities through the development of a roadmap for filling these gaps with the AU, UN, and other donors and partners.

*Second*, utilizing UN capabilities to support current and future AU missions more effectively. Even if AU Member States expand their capabilities quickly, they will still require extended support from the UN and others in sensitive areas—such as planning and logistics—for some time to come.

*Third*, undertaking a phased transition of a range of responsibilities to African leadership in existing UN missions. In consultation with the AU and the UNSC, UN officials serving in African missions will be asked to identify specific tasks, such as policing or rapid reaction, that could be transitioned to the AU. This approach would both increase the AU's operational experience and knowledge, and provide a basis for a more general transition of security responsibilities.

*Fourth*, building AU-UN joint capabilities to react to upsurges in violence. The AU and UN need to build the capacity to respond rapidly and robustly to bursts of violence that threaten existing missions or

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occur where no peacekeepers are deployed. The High-level Panel on Peace Operations recommended that the UN develop a system of “vanguard units” to address such threats, and added that it should do so alongside regional actors where possible. This must be a priority for AU-UN cooperation.

*Fifth*, sharing best practices in achieving the highest standards of force discipline and human rights protection. AU forces could benefit from ongoing training and the establishment of clearer procedures for addressing these concerns.

And, *sixth*, working with the Peacebuilding Commission (PBC) and UN funds and agencies to deploy new Peacebuilding Missions alongside future African forces. While the UN’s operational footprint in Africa may shrink, it will continue to play an important role in financing peacebuilding and institution building in post-conflict situations. The Secretary-General will take the lead on early planning for managing long-term aid effectively.

### ***F. The Challenges of MENA Stabilization, Terrorism, and Violent Extremism***

WHILE the UN has spent over a decade focusing on peace operations in Africa, it now faces the possibility that it will spend many years to come managing operations in MENA. The UN has already been heavily involved in efforts to mitigate violence in the wake of the “Arab Spring.” Its mediators are currently engaged in Libya, Yemen, and Syria; SPMs are involved in peacebuilding efforts in Iraq and Lebanon; and peacekeepers are based in Mali, southern Lebanon and the Golan Heights. The UN also has an important role to play in the Middle East Peace Process, as part of the Quartet.

The UN has had to respond to serious conflicts in the Middle East since the 1940s. Yet the current upsurge in violent extremism and insecurity in the region presents an especially severe test. Peacekeepers have been kidnapped by Al-Qaeda affiliates on the Golan Heights. The UN Support Mission in Libya (UNSMIL) was forced to temporarily evacuate because of the unsustainable security situation. Islamist extremists in Mali have exacted a particularly

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bloody toll on the UN stabilization mission (MINUSMA) since it deployed in 2013—claiming over 50 lives in ambushes, roadside bombings, and attacks on UN facilities.

This is indicative of a far broader challenge to the UN and the international community as a whole: the surge in violent extremism across MENA has not only claimed a great number of lives from northern Nigeria to Iraq, but also sowed the seeds for terrorist attacks in Europe, North America, and Asia.

This violence, which has also played a key role in driving up refugee and IDP numbers, represents one of the single greatest challenges to collective security today. Yet, despite the recent Plan of Action for Preventing Violent Extremism—with a focus on long-term issues like education—the UN has often appeared to be overwhelmed by the challenge.

*The UN must consider  
deploying a class of field  
operations that are significantly  
more robust than current  
peacekeeping missions*

THE UN should stand ready to deploy large-scale multidimensional peace operations to fragile MENA countries, as and when the UNSC deems it necessary to do so. As the 2015 High-level Panel on Peace Operations concluded, peacekeeping missions “lack the specific equipment, intelligence, logistics, capabilities and specialized military preparation required” to conduct serious targeted counterterrorism operations. Given these challenges, the UN must consider deploying a class of field operations that are significantly more robust than current peacekeeping missions.

Fragile countries in MENA need full-scale, long-term UN missions, in collaboration with the Arab League and other regional organizations, which have the military resilience to operate credibly and protect civilians successfully in the face of serious and sustained asymmetric attacks, while retaining the UN’s commitments to human rights and long-term peacebuilding.

## CONFLICT PREVENTION AND PEACE OPERATIONS

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**COMMITMENT 22 – DEVELOP A FRAMEWORK FOR A NEW GENERATION OF UN STABILIZATION MISSIONS.** In consultation with, and subject to the approval of, the UNSC and TCCs/PCCs, the Secretary-General will develop a framework for a potential new generation of UN stabilization missions, distinct from current peacekeeping operations. As initially conceptualized, these stabilization missions would have much more robust rules of engagement than existing peacekeeping forces; better equipment and combat logistics; command and control systems capable of sustaining kinetic operations; and, where necessary, air and sea support. These stabilization missions will also involve a civilian SRSG with overall political responsibility for the mission; contain a strong civilian component focused on developing sustainable peace; draw on the wider UN System for help in supporting issues such as building rule of law; and address the need to more rapidly recruit highly-qualified, talented, and experienced personnel for these missions.

In developing such a framework, the Secretary-General will consult widely, including with TCCs and PCCs, as well as with the UNSC, the UNGA, and the PBC, as appropriate. The role of UN funds and agencies in peacebuilding in regions that have been ruled by brutal organizations, such as the so-called “Islamic State,” will be particularly challenging. The Secretary-General will launch a special task force, coordinated with the PBC, to identify and analyze the specific tasks, skills, and mechanisms required to assist Member States in recovering from violent extremist regimes.

**W**HILE focusing on MENA, the UN must contribute to efforts to counter violent extremism more broadly. The UN Secretariat can act as a center of expertise for Member States on how to tackle extremist groups and ideologies without sacrificing human rights or victimizing communities. The UN’s Counter Terrorism Implementation Task Force (CTITF) already plays an important role in helping Member States establish national plans to counter violent extremism, and the historic adoption of the Arms Trade Treaty in 2013 during my term as President of the 67<sup>th</sup> Session of the UNGA gives the UN a valuable tool with which to ensure that its Member States are living up to their commitments on the international trade of arms, as well as contributing to efforts to keep such weapons out of the hands of terrorists and violent extremists. However, the UN can be still more active in this field.

## CONFLICT PREVENTION AND PEACE OPERATIONS

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**COMMITMENT 23 – DEPLOY ADVISORY TEAMS ON VIOLENT EXTREMISM TO HELP MEMBER STATES TACKLE TERRORIST THREATS.** The Secretary-General should be able to deploy individual advisers or full advisory teams (including experts on policing, community engagement, border security, and other tactics) to provide quiet, expert assistance to Member States on managing terrorist or violent extremist threats.

At the invitation of host countries, these advisers may provide advice on how to tackle terrorist or extremists groups, as well as on how to simultaneously maintain the protection of human rights and uphold the rule of law. Like the UN’s Peace and Development Advisers (jointly deployed by DPA and UNDP), these officials could also help the UN aid agencies more generally target their funding to address the root causes of extremism and boost local justice mechanisms, whilst also helping Member States implement UNSC-mandated sanctions against extremists.

**COMMITMENT 24 – WORK WITH COMMUNICATIONS AND TECHNOLOGY COMPANIES TO COUNTER EXTREMIST PROPAGANDA.** While strengthening governance is key to tackling violent extremism, it is also necessary to address the transnational dimensions of the problem—including extremists’ use of social media to spread their propaganda.

In many cases, private sector groups and innovators are best placed to advise on these challenges. Rather than attempting to duplicate these groups’ skills, the Secretary-General will set up a Working Group on Terrorism, Violent Extremism, Information, and Technology, bringing together communications and internet companies to discuss how to counter terrorists’ messaging and gather funds for innovative anti-extremist information campaigns.

### *G. Looming Threats to Peace and Security*

UNEXPECTED demands for UN deployments will also shape the Organization in the time ahead. Whilst working to mitigate traditional threats like the proliferation of weapons of mass destruction, the Secretary-General must maintain a broad strategic vision of looming global perils and how they may affect the UN.

## CONFLICT PREVENTION AND PEACE OPERATIONS

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**COMMITMENT 25 – ENGAGE DECISIVELY TO ENHANCE MULTILATERAL WORK ON NON-CONVENTIONAL THREATS AND NUCLEAR NON-PROLIFERATION, AND STRENGTHEN UN OFFICE FOR DISARMAMENT AFFAIRS.** The Secretary-General will work with relevant stakeholders to advance existing efforts to promote nuclear disarmament and the non-proliferation of weapons of mass destruction, including nuclear weapons. This will include supporting the activities of the International Atomic Energy Agency (IAEA) and the bi-annual Nuclear Security Summit. In addition, the Secretary-General will enhance the UN Office for Disarmament Affairs (UNODA), to focus further on developing multilateral responses to both conventional and non-conventional threats, such as cyber warfare and the next generation of biological weapons.

**IV**  
**HUMAN RIGHTS**  
**AND HUMANITARIAN RELIEF**

## HUMAN RIGHTS AND HUMANITARIAN RELIEF

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**T**HE UN Charter articulates that a core purpose of the UN is the promotion and protection of human rights around the world. The modern human rights movement was launched with the UNGA adopting the Universal Declaration of Human Rights in 1948.

Despite the crucial role that the UN has played in advancing human rights worldwide in the past 70 years, it remains chronically under-resourced in this area. The challenge for the Secretary-General will be to make significant progress in narrowing the gap between the duties that Member States have assigned to themselves under international treaties with their implementation in practice.

### *A. Improving UN Human Rights Architecture Around “Human Rights Up Front”*

**I**N 2013, the Secretary-General launched Human Rights Up Front (HRuF), with the goal of establishing a cultural change at the UN so that human rights and the protection of civilians are seen as a system-wide core responsibility. To achieve this emphasis on early and effective action to prevent or respond to large-scale violations of human rights or international humanitarian law, however, the existing UN human rights architecture requires improvement. Currently, many core functions of the UN’s early warning systems are either underfunded or disconnected from a systematic approach to address these issues.

*Despite the crucial role that the UN has played in advancing human rights worldwide in the past 70 years, it remains chronically under-resourced in this area*

Given that the protection of human rights is one of the UN’s three pillars—alongside peace and security, and development—the Office of the UN High Commissioner for Human Rights (OHCHR) is seriously underfunded. In 2015, its annual budget was just over \$225 million, of which some \$125 million comes from extra-budgetary support. Funding for the OHCHR amounts to less than three percent

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of the regular UN budget. The High Commissioner for Human Rights recently stated that the OHCHR’s “needs are much higher.”

**COMMITMENT 26 – ADVOCATE INCREASING BUDGET OF UN OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS.** The Secretary-General will work with the UNGA, Member States, and external donors to increase the overall budget of the OHCHR by 50 percent on a sustainable basis.

**M**ORE than a decade ago, the UNGA endorsed the Responsibility to Protect (R2P)—the obligation of all Member States to prevent mass atrocity crimes and for the UN to intervene, through and in accordance with the UN Charter’s obligations, as necessary to address these challenges. The UN has come a long way in addressing these issues, including with the creation of a Special Adviser on the Prevention of Genocide and a Special Adviser on the Responsibility to Protect as well as annual debates in the UNGA. However, the cry “Never Again,” has yet to be assured. More can be done to strengthen and prioritize the UN’s capacity to prevent genocide and other mass atrocities.

**COMMITMENT 27 – ESTABLISH AN INTERAGENCY TASK FORCE ON THE PREVENTION OF GENOCIDE AND OTHER MASS ATROCITIES.** Taking advantage of the decisions by over 50 Member States to establish R2P focal points, the Secretary-General will create an Interagency Task Force on the Prevention of Genocide and Other Mass Atrocities to coordinate the atrocity prevention work being carried out by different agencies and offices. The Task Force, to be chaired by the Secretary-General, will meet monthly, and will also include the Special Advisers on the Prevention of Genocide and on the Responsibility to Protect, as well as UN leadership in field offices—all of whom will be responsible for informing the Task Force with regard to emerging risks and issues. The Task Force will allow for the various UN agencies to develop early warning systems, address thematic challenges, and coordinate emerging country responses.

**T**HE UN Human Rights Council (UNHRC) continues to be the subject of debate. The Secretary-General has said that “for the Council to fulfill its mandate, it ha[s] to be seen as impartial and fair, and it [can]not be seen as being ruled by special interests.”

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Such an assessment indicates that there are perceptions of the UNHRC's overly political nature, which threaten to undermine its work as a whole and overshadow the importance of the UN Special Procedures and the role of OHCHR.

**COMMITMENT 28 – ENGAGE DECISIVELY WITH THE UN HUMAN RIGHTS COUNCIL.** The Secretary-General will work with the members of the UNHRC, in consultation with the UNGA and other relevant stakeholders, to heighten the relevance of the UNHRC's work, as well as to maintain the broadest possible support among Member States. In particular, the work of the UNHRC should connect more closely to the work of UN Resident Coordinators and their country teams. Such engagement by the Secretary-General will include supporting efforts to apply the UNGA's standards for the election of UNHRC members, as well as urging the UNHRC to consider broadening its focus to include economic, social, and cultural rights—such as the right to education—which have historically been under-emphasized.

### *B. Women's Rights and Sexual Rights*

**A**RTICLE One of the UN Charter defines the UN's first goal as “[t]o achieve international co-operation [...] in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion.” Since its inception, the UN has sought to advance the status of women around the world.

*More than 70 years after the founding of the UN, the status of women is still in serious need of improvement*

Currently, the issue of women's rights is addressed throughout the UN System, including by UN Women, ECOSOC's Commission on the Status of Women, and UNHRC, among others. In April 2012, the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UNSWAP) was adopted, which works to mainstream the advancement of women's rights throughout the entire UN System.

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However, more than 70 years after the founding of the UN, the status of women is still in serious need of improvement. Violence against women is pervasive around the world, with women also being disproportionately affected by conflict.

**COMMITMENT 29 – APPOINT A SPECIAL ADVISER ON GENDER-BASED VIOLENCE.** The Secretary-General will appoint a Special Adviser to facilitate coordination and engagement across the UN System—particularly with UN Women and the UN Population Fund (UNFPA)—to address gender-based violence on issues including the stoning of women, honor killings, rape as a weapon of war, and child marriage. The Secretary-General will work with Member States to help implement the recommendations presented in UN Women’s 20-year review of the 1995 Beijing Declaration and Platform for Action. These recommendations include improving data collection about violence against women, devoting more resources to support services for victims of violence, and launching education and awareness campaigns. The Secretary-General will also expand the UNiTE to End Violence against Women Initiative, which “aims to raise public awareness and increase political will and resources for preventing and ending all forms of violence against women and girls in all parts of the world.” It places a special focus on getting Member States to criminalize marital rape, which is currently not a crime in more than 50 Member States.

**T**HE adoption of UNSC Resolution 1325 (2000) was historic in its recognition of the gendered impacts of war on women and the role women play in conflict prevention, resolution, and peacebuilding. All together, however, there has been a substantial gap between the promise of Resolution 1325 and its implementation in practice. Member States such as the United Kingdom have worked to advance this agenda, for instance through the Preventing Sexual Violence in Conflict Initiative, but more must be done in the time ahead.

**COMMITMENT 30 – IMPROVE IMPLEMENTATION OF THE WOMEN, PEACE, AND SECURITY AGENDA IN THE UN SYSTEM.** The Secretary-General will work with the UNSC, Member States, and civil society to close the gap between the promise of the Women, Peace, and Security (WPS) agenda and its implementation in practice.

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Key actions to be taken will include:

*First*, appointing UN Women as the coordinator for WPS within the UN System, while recognizing and preserving the critical roles that DPKO and DPA play operationally in implementation.

*Second*, initiating a baseline study on the WPS agenda to develop performance indicators and data that can measure tangible results in the field, rather than simply process metrics like the number of times words such as “women” appear in UN resolutions.

*Third*, integrating the WPS agenda more fully and substantially into the discussions on R2P and in the development of UN and Member State atrocity prevention and response strategies. In addition, these issues must also be integrated into the strategy for combatting violent extremism, acknowledging the different roles women play as victims, perpetrators, and change agents.

And, *fourth*, supporting fundraising efforts for the Global Acceleration Instrument for WPS—the multi-stakeholder financing mechanism dedicated to accelerating the implementation of UNSC Resolution 1325.

**W**HILE the sex ratio of male to female births is roughly 101:100 globally, sex ratios in some countries with strong male gender preferences have risen to 110-120:100. According to the UNFPA, “sex selection in favor of boys is a symptom of pervasive social, cultural, political, and economic injustices against women.” The UNFPA estimates that this has led to there being more than 117 million “missing girls.” The socio-economic consequences of these trends are alarming and can often lead to further abuses against women.

Just as discrimination against girls impacts birth rates, so discrimination against women affects their physical safety, civil and political rights, and economic, social, and cultural rights. Societal discrimination against women decreases the likelihood of them receiving an education, being employed in the formal economy, paid for their labor, or being in control of the allocation of household resources.

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**COMMITMENT 31 – ADVOCATE FOR END TO SEX SELECTION IN FAVOR OF BOYS AND WOMEN’S RIGHT TO FULL PARTICIPATION IN SOCIETY.** The Secretary-General will work with UNFPA to address the issue of prenatal sex selection in favor of boys and for all societies to value girls and boys equally, both as a matter of fundamental human rights and human dignity. In addition, the Secretary-General will continue to advocate around the world for the right of all women to participate fully and openly in society.

**T**HE 1995 Beijing Declaration and Platform for Action characterizes the human rights of women as including rights relating to sexuality and stresses equality between men and women in matters of sexual relations and sexuality. As a result, there has been a movement for Member States to respect, protect, and fulfill the “sexual rights” of all of their citizens. In addition, under international law, women’s right to health includes their sexual and reproductive health. The UNHRC in 2011 for the first time expressed “grave concern” over violence and discrimination against individuals based on their sexual orientation and gender identity.

**COMMITMENT 32 – ADVOCATE FOR THE SEXUAL RIGHTS OF WOMEN AND AN END TO VIOLENCE AND DISCRIMINATION BASED ON SEXUAL ORIENTATION AND GENDER IDENTITY.** The Secretary-General will continue to advocate around the world for a woman’s right to have control over her reproductive health, and for an end to violence and discrimination against individuals based on their sexual orientation and gender identity. In addition, the Secretary-General will continue to support the Free & Equal Campaign.

### *C. Combatting Human Trafficking*

**T**HE Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, entered into force in 2003. It was the first international legal instrument that classified human trafficking as a crime, required the criminalization of human trafficking by Member States signing on to the treaty, and included provisions to protect and assist victims. The UN Office on Drugs and Crime (UNODC) has identified at least 510 flows involving victims with 152 different citizenships in 124 countries. The majority of trafficking victims are subjected to sexual exploitation, but trafficking

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in forced labor has increased in recent years. Additionally, there are other forms of trafficking not classified as sexual or labor, such as trafficking children for armed conflict. In 2012, UNODC published a Comprehensive Strategy to Combat Trafficking in Persons, while regional strategies are currently being developed. In February 2016, high-level officials came together in New York to discuss stronger partnerships and better coordination.

**COMMITMENT 33 – ADVOCATE FOR BROADER IMPLEMENTATION OF THE TRAFFICKING PROTOCOL.** The Secretary-General will continue to urge all Member States to fully implement the Trafficking Protocol, including the promulgation of comprehensive legislation that covers all victims protected under international law and the prosecution of offenders to the fullest extent possible. The Secretary-General will encourage the development and implementation of regional strategies, developed in consultation with regional organizations, local civil society groups, and Member States, and will continue engagement on this issue through global awareness campaigns and high-level events.

### *D. Promoting the Right to Education*

IT WAS noted during the 69<sup>th</sup> Session of the UNGA that education is “the foundation for personal fulfillment, for gender equality, [...] for sustainable development, for economic growth, [...] and for responsible global citizenship.” This right to education has been formally recognized since the Universal Declaration of Human Rights in 1948 and subsequently codified in a number of international treaties. These commitments to the right to education were reinforced in MDG 2 (“achieve universal primary education”), and SDG 4 (“ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”). While many Member States support efforts to improve global education, it is vital to recognize that receiving an education is more than just a development goal—it is also a fundamental human right.

Many achievements have been made in ensuring the right to education, including efforts to enroll in school an additional 56 million children between 1999 and 2009. But there is still dramatic room for improvement. Globally, 58 million children were reported to be out of

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school in 2015, and approximately 100 million never complete their primary education. In addition, in some societies girls are actively prevented from gaining an education. This is not only a short-term issue: limited educational opportunities keep economically and socially marginalized children from lifting themselves out of poverty, and also contribute to youth unemployment, which can become a factor fueling instability and insecurity in many contexts.

**COMMITMENT 34 – ADVOCATE FOR THE RIGHT TO EDUCATION AND DEVELOP EDUCATION ALTERNATIVES FOR CHILDREN IN CONFLICT ZONES.** The Secretary-General will strongly urge Member States to implement fully the right to education for all children as established in international law, as a means of promoting gender equality, economic growth and sustainable development, and peace and security. Moreover, the Secretary-General will support efforts to provide effective educational alternatives for children in conflict and post-conflict zones.

### *E. Access to Justice and Legal Empowerment*

**A** STRONG and effective legal infrastructure is necessary to support both inclusive and sustainable economic growth, as well as resilient and peaceful societies. With SDG 16, justice has become an explicit part of the global development agenda for the first time. SDG 16 provides ten clear targets, all relating to the justice challenge—one of which is to “promote the rule of law at the national and international levels and ensure equal access to justice for all.”

The World Bank has highlighted that implementing the SDGs will require trillions of dollars. Already, the World Bank and International Monetary Fund have pledged \$400 billion to the SDGs over the first three years, and other new initiatives and networks are being set up to ensure that financial and technical investments are made available for other development goals. Yet there is no dedicated global funding mechanism for access to justice.

**COMMITMENT 35 – SUPPORT THE ESTABLISHMENT OF A GLOBAL FUND FOR ACCESS TO JUSTICE.** The Secretary-General will support efforts to establish a Global Fund for Access to Justice, which would be an independent global financing mechanism and resource-

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sharing platform that would cultivate access to justice initiatives by supporting worthy proposals from Member States, as well as from civil society, where appropriate. Drawing on the successes and challenges of other global financing mechanisms, the Fund will work closely with Member States, civil society, and other stakeholders—including international organizations, regional partners, and the private sector—to address legal empowerment issues affecting people around the world. Such a mechanism would focus specifically on legal obstacles to sustainable development, such as legal identity and citizenship rights, land and natural resource rights, and access to essential government services.

### *F. Business and Human Rights*

**M**ANY efforts have been launched in recent decades to develop voluntary frameworks to promote respect for human rights within the business community. The Global Compact, launched in 2000, is a principle-based framework that brings together like-minded stakeholders in the areas of human rights, labor, the environment, and anti-corruption. Yet the Global Compact has no participatory requirement and lacks proper accountability mechanisms.

In 2011, the UNHRC endorsed the Guiding Principles for Business and Human Rights. These represented an unprecedented step towards providing a global standard for addressing the impact of business activity on human rights. It calls on Member States to ensure that businesses respect and protect human rights, which includes effective access to remedy and accountability measures. But the Guiding Principles are non-binding and do not create any new legal obligations. As such, businesses have been slow to adopt and implement the principles.

**COMMITMENT 36 – URGE MEMBER STATES TO CREATE NATIONAL ACTION PLANS ON BUSINESS AND HUMAN RIGHTS.** The Secretary-General will actively encourage Member States to create national action plans that embrace the Guiding Principles for Business and Human Rights and other relevant international legal frameworks in order to ensure that businesses respect human rights through all of their activities, and are appropriately held accountable for human rights violations.

### *G. Alleviating the World's Refugee and Displaced Persons Crises*

**I**N 2015, nearly 60 million people were forced to leave their homes as a result of conflict. These refugees and displaced persons make up the largest group of forced migrants since World War II. This situation has been exacerbated by the brutal civil war in Syria that has resulted in the deaths of hundreds of thousands and the displacement of millions. Over 13.5 million Syrians are in need of humanitarian assistance, nearly 5 million Syrians have fled the country, and 6.6 million have been internally displaced by the violence.

*The absence of a solution to the displacement of millions—as well as the inadequate funding of the UN's humanitarian agencies—is a stain on our collective conscience*

Despite this urgent need, the UN High Commissioner for Refugees (UNHCR) was only able to raise 61 percent of the funding required to provide support to these vulnerable populations, and the UN Office for the Coordination of Humanitarian Affairs (UNOCHA) was only able to raise a little over 50 percent of the required funding.

The inability to reach funding goals is not specific to the Syrian theatre, and reflects a broader trend among all UN humanitarian efforts to serve displaced populations, causing them to migrate and seek asylum in other Member States. The absence of a solution to the displacement of millions—as well as the inadequate funding of the UN's humanitarian agencies—is a stain on our collective conscience.

In addition to creating unnecessarily high levels of hardship for the displaced, two categories of host countries have been particularly affected: first responder/neighboring states and destination states. The burdens associated with hosting high numbers of migrants raise a range of political, cultural, demographic, financial, infrastructure, and socio-economic issues that can catalyze fear-mongering, as well as Islamophobic and xenophobic reactions in host countries. The

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Secretary-General will need to more actively engage with Member States, humanitarian aid organizations, and other stakeholders in working to alleviate a complex situation that is on the verge of spiraling out of control.

**COMMITMENT 37 – ENHANCE UN CAPACITY FOR FINANCING HUMANITARIAN RESPONSES TO DISPLACEMENT.** To address pervasive funding shortfalls, the Secretary-General will enhance UN capacity to mobilize resources, as well as appoint a high-profile Emergency Relief Coordinator and a new high-level Special Envoy tasked with optimizing coordination within the UN System to promote and secure increased investment by the public and private sectors in order to meet the funding requirements of UN humanitarian organizations serving the desperate needs of refugees and displaced populations. The Special Envoy’s first mandate will be to mobilize resources to address the Syria refugee crisis, as well as funding shortfalls in Africa.

**COMMITMENT 38 – ADVOCATE GLOBALLY FOR THE RIGHTS OF REFUGEES AND DISPLACED PERSONS.** As the current Syria refugee crisis tests the limits of the international community’s humanitarian response capacity, the Secretary-General will support all those seeking to address such crises humanely. The Secretary-General will champion a global call for tolerance for the plight of refugees and displaced persons in both transit and destination states. In the Middle East, the Secretary-General will urge fairer burden-sharing for humanitarian efforts undertaken in first responder/neighboring states, such as Turkey, Lebanon, Jordan, and “border countries” in South and Southeast Europe.

### *H. Humanitarian Disaster Relief*

THE Ebola crisis in Africa and the current outbreak of the Zika virus in Latin America have demonstrated the need for the World Health Organization (WHO) and the UN System as a whole to respond rapidly and decisively to health emergencies. Pandemic diseases, by their nature, demand multilateral responses. The UN System, including the UN Mission for Emergency Ebola Response (UNMEER), played a significant role in fighting Ebola. Yet the international community as a whole was slow to react to early evidence of the disease, and the WHO in particular proved to be structurally ill prepared for a threat of

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this kind. There is widespread agreement that the WHO, which tends to follow the long-term programming priorities of technical assistance, needs to shake up its crisis response capacity to become more operational. Conversely, the UN Secretariat and agencies have the operational experience necessary to mount rapid response missions, but little health expertise.

The consequences of natural disasters—like the 2010 Haitian earthquake and 2011 Pacific tsunami—also present huge tests to the international humanitarian system. Climate change is likely to lead to further disasters, such as devastating flooding, in the decades ahead. Member States have set out an ambitious strategy to address these challenges—outlined in the 2015 Sendai Framework—that emphasizes the need for greater disaster preparedness and cooperation with the private sector and international NGOs to assist Member States and make humanitarian supply chains more resilient.

**COMMITMENT 39 – IMPROVE UN’S HUMANITARIAN RESPONSE TO PANDEMICS AND NATURAL DISASTERS.** The Secretary-General will strongly advocate for more resources, quicker response, and better coordination for humanitarian relief, support, and assistance to populations affected by pandemics, famine, floods, hurricanes, and other human-induced and natural disasters. The Secretary-General will draw on the recent recommendations of the UN’s High-level Panel on the Global Response to Health Crises to establish a new center to act as a standing capacity to identify and respond to fast-moving communicable diseases. While this would work in the framework of the WHO, it should also draw on the operational and crisis management expertise of the UN Secretariat. Working with the WHO, the UN should jointly plan and staff a new center of this type, while the Secretary-General will also work with UN agencies, funds, and programmes to plan how to fight future health crises as one.

The Secretary-General will also build an international coalition of business leaders—involved in areas such as shipping, aviation, and mobile communications—alongside the heads of major relief NGOs and relevant UN agencies, to champion rapid assistance and recovery in Member States affected by natural disasters. An early goal of this group, in line with the Sendai proposals, will be better sharing of risk assessments and contingency plans for Member States and regions at greatest risk.



# V

## UNITED NATIONS REVITALIZATION

## UNITED NATIONS REVITALIZATION

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**I**N THESE transformative times, a revitalized and modernized UN must be at the heart of multilateral efforts to strategically address 21<sup>st</sup>-century challenges.

There is mounting criticism that, in its 70-year history, the UN has never been more disjointed—and even that it is nearing the point at which it may no longer be fit for purpose.

There is a perception that the exceptional talents and experience of its people are underutilized. Recruitment and personnel policies are cumbersome, making it difficult to employ and retain highly qualified individuals, as well as to address underperformance. There is also the absence of gender parity in senior appointments and imbalanced regional representation amongst UN staff, intersecting and overlapping responsibilities, the lack of a clear and meaningful hierarchy, disparate budgetary and accounting practices, and inefficient oversight and anti-corruption measures.

*There is mounting criticism that, in its 70-year history, the UN has never been more disjointed—and even that it is nearing the point at which it may no longer be fit for purpose*

The task for the Secretary-General will be to present a realistic set of measures to reform the UN Secretariat, so that it may more effectively serve Member States and the international community as a whole.

### ***A. Role of Women in UN Leadership Positions***

**I**N 1995, the Beijing Declaration and Platform for Action established a goal of 50:50 gender balance in the UN System at the professional levels by the year 2000. Yet more than two decades later, that goal is far from being achieved. In the 21<sup>st</sup> century, that is unacceptable. This is not merely about representation and participation, but equally about ensuring that the UN achieves maximum impact.

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Currently, there are 88 Under-Secretaries-General or their equivalent who run programmes and commissions, serve as senior officials in the UN Secretariat, or otherwise serve as Special Envoys of the Secretary-General. Only 23 percent of these high-level officials are women. Of the 40 officials that are formally part of the Secretary-General's Senior Management Group, only about one third are women. At the director level, of some 2,400 staff, less than one third are women. In its most recent review on the status of women in the UN, the UNGA emphasized its "serious concern that the urgent goal of 50:50 gender balance in the UN System, especially at senior and policymaking levels, remains unmet and that the representation of women in the UN System has remained almost static."

**A**CHIEVING gender balance will require not only appointing more qualified women, but also investing in the career development of women within the UN. In a survey conducted by UN Women and published in 2014, more than half of the 30 UN entities surveyed cited "inadequate career development for mid-level female staff" as one of the greatest impediments to achieving gender balance at the P-4 to D-2 levels.

*Achieving gender balance will require not only appointing more qualified women, but also investing in the career development of women within the UN*

While these efforts are often low-cost, it is essential that UN planning and budgeting fully reflect these requirements. In 2012, the UN agreed on the landmark UNSWAP. UN Women has coordinated and facilitated implementation and regular reporting against the 15 performance indicators in the plan. With the adoption of the new SDGs in September 2015—and particularly SDG 5 ("achieve gender equality and the empowerment of all women and girls")—it is crucial that the UN set an example in its own work in this area. UN agencies should also embrace gender-responsive budgeting, which is defined by UN Women as planning, programing, and budgeting that contributes to the advancement of gender equality and the fulfillment of women's rights.

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### **COMMITMENT 40 – APPOINT WOMEN TO 50 PERCENT OF UN UNDER-SECRETARY-GENERAL OR EQUIVALENT POSITIONS FROM DAY ONE.**

Given that today women constitute less than a quarter of highest UN appointments, the Secretary-General will ensure there is equal representation of qualified women to such positions. In addition, plans will be developed to ensure equal representation of qualified women in director positions within the UN Secretariat, and the Secretary-General will strongly encourage other UN agencies to do the same. As part of these continuing efforts, the Secretary-General will develop mentoring programs for women within the UN Secretariat. In addition, UN Women will be asked to adapt its guidance on gender-responsive budgeting to UN agencies, including a framework for assessing the quality of their efforts.

### ***B. Oversight and Ethics***

**T**HE Office of Internal Oversight Services (OIOS) was established in 1994 to assist the Secretary-General in overseeing the resources and staff of the UN through the provision of audit, investigation, inspection, and evaluation services. While the mission of the office is essential, its ability to enact that mission has been hampered by a lack of agreed upon and clearly defined protocols, especially with regard to conducting investigations. Furthermore, questions have been raised about OIOS's independence—both because of its involvement in certain management decisions and the way it is funded.

**COMMITMENT 41 – STRENGTHEN INDEPENDENCE AND OPERATIONS OF OFFICE OF INTERNAL OVERSIGHT SERVICES.** In order to advance OIOS's mission to produce “world-class inspections and evaluations, based on the highest standards of oversight professionalism,” the Secretary-General will review the operations of OIOS and propose reforms to the UNGA to increase the office's capacity to operate independently, such as enabling it to contract with external auditing, accounting, and law firms for its investigations.

**M**EASURES to increase transparency within the UN are foundational to all other anti-corruption efforts within the Organization. The primary means of ensuring this is through financial disclosure. Staff members at the D-1 and L-6 levels or above, all procurement officers, all staff members involved in investing UN

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assets, other staff members who have direct access to confidential procurement or investment information, and all staff members serving in the UN Ethics Office are obligated to disclose their assets, profits, stock options, income, gifts totaling \$250 or more, liabilities, potential conflicts of interest, membership on corporate boards, and relatives employed by the UN.

*Measures to increase transparency within the UN are foundational to all other anti-corruption efforts within the Organization*

While staff members have the right to keep their financial disclosures private, since 2007 the Secretary-General and Deputy Secretary-General have chosen to make their statements public and have encouraged USGs, ASGs, and other senior officials to do the same. Yet, in 2015 only a little more than half of the aforementioned chose to publicly disclose. And of those who do so, the form is typically just one page long and does not include any actual monetary amounts, often saying little more than, for instance, that the individual in question owns a house.

**COMMITMENT 42 – REQUIRE PUBLIC FINANCIAL DISCLOSURES FOR ALL APPLICABLE STAFF AND PRIVATE DISCLOSURES FOR NOMINEES FOR HIGH-LEVEL APPOINTMENTS.** In order to assure the general public and Member States that UN staff members will not be influenced by any consideration associated with their private interests, the Secretary-General will work with the UNGA to require full and public financial disclosures for all applicable staff members before the close of the filing year, except under extraordinary circumstances. Additionally, the Secretary-General will seek to require full financial disclosures to be considered for nomination for high-level appointments.

**W**HERE preventive measures alone do not succeed in stopping corruption, the UN Secretariat must be equipped to confront it directly and forcefully—a necessity which has become increasingly clear in light of the recent incidents of corruption within the

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Organization, many involving fraud and mismanagement in UN procurement.

While UN officials are typically protected by the privileges and immunities of the UN, the Staff Regulations also provide that “the Secretary-General may impose disciplinary measures on staff members who engage in misconduct.”

**COMMITMENT 43 – RELENTLESSLY FIGHT TO ERADICATE CORRUPTION.** The Secretary-General will aggressively address corruption, fraud, and abuse within the UN to the fullest extent possible, including the revocation of the privileges and immunities of the UN where appropriate. Any staff member dismissed from his or her position due to corruption, and whose dismissal is not reversed either by the UN Dispute Tribunal or by the UN Appeals Tribunal, will automatically have the privileges and the immunities of the UN revoked, so as to facilitate criminal and/or civil court proceedings in appropriate jurisdictions.

**W**HILE whistleblowers within the UN System play a crucial role in preventing and identifying corruption, they have too often been met with bureaucratic indifference, or worse. And in cases where their complaints have been taken seriously, the outcome has more often been one of retaliation than gratitude. As of July 2014, the UN Ethics Office had been approached 447 times by individuals alleging that they faced retaliation for exposing corruption and wrongdoing within the UN. After reviewing between 113 and 135 of these allegations, the UN Ethics Office sided with the whistleblowers in only 14 of the cases—a grim finding which strongly discourages the exposing of corruption.

**COMMITMENT 44 – PROTECT INTERNAL WHISTLEBLOWERS.** The Secretary-General will work with the UNGA and the USG for Oversight Services to improve protection for whistleblowers. The Secretary-General will also explore ways in which whistleblowers might be compensated or otherwise rewarded for their crucial service in rooting out corruption within the UN.

**C**URRENTLY, there are two distinct UN budgets: a “regular” budget and a separate budget for peacekeeping operations. In December 2015, a \$5.4 billion budget was approved by the UNGA

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for regular operations in 2016-2017, and the approved budget in 2015-2016 for peacekeeping was \$8.3 billion. However, the regular budget is often criticized for under-estimating anticipated expenditures; it also does not include independently governed and funded UN entities, which set and substantially raise their own budgets. There is no mechanism to track all expenditures, but it is estimated that the annual UN budget across all of its agencies and funds exceeds \$30 billion.

To ensure transparency, the UN budget must be clear, informative, and accessible. Currently, this is not the case. While publicly available brief factsheets on the regular budget, the peacekeeping budget, and the financial situation of the UN System are accessible, they are also overly reductionist and often not kept up-to-date. The only alternative to these factsheets are the incredibly complex and piecemeal resolutions from the Fifth Committee, which detail the minutiae of the UN budget on specific programmes.

**COMMITMENT 45 – CREATE AN ANNUAL, UNIFIED, AND TRANSPARENT PRESENTATION OF THE BUDGET OF THE UN.** The Secretary-General will direct the ASG-Controller to bring together the UN’s regular budget, peacekeeping budget, and trust fund accounts into a more accessible and transparent annual budget presentation, including requesting the cooperation of other UN entities not covered in these three areas. The WHO has already started presenting consolidated budgets, and more could be learned from the process. Moreover, the Secretary-General will advocate for greater public access to all relevant documentation related to operations and activities denoted in the budget.

**A** PART from allowing public access to budget information, the UN must also work to rationalize existing expenditures. This can be accomplished, in part, by completing the transition from cash-basis accounting to accrual-basis accounting through the full implementation of the International Public Sector Accounting Standards (IPSAS). In the Secretary-General’s fifth progress report on the accountability system in the UN Secretariat, it was noted that IPSAS would allow the UN to “better assess the costs of its operations and underlying factors that have an impact on them,” providing “more comprehensive and detailed data on costs.”

Additionally, there must be greater accountability for, and coordination of, the procurement of goods and services. According to the Annual Statistical Report on UN Procurement, the Organization spent at least \$17.2 billion on the procurement of goods and services in 2014. While these arrangements have become essential to the operations of the UN, the Organization has not adequately developed the tools to manage and monitor its relationships with implementing partners effectively, so as to ensure that its existing resources are being used responsibly.

*Apart from allowing public access to budget information, the UN must also work to rationalize existing expenditures*

**COMMITMENT 46 – ADVANCE IMPLEMENTATION OF PUBLIC SECTOR ACCOUNTING STANDARDS AND DEVELOP A SYSTEM-WIDE APPROACH TO PROCUREMENT.** The Secretary-General will work with the ASG-Controller and the Fifth Committee to finalize the implementation of IPSAS standards. It is even more important to put the UN Secretariat, and ultimately the entire UN System, onto the same Enterprise Resource Planning platform. Already in 1969, the Capacity Study of the UN Development System recommended establishing common information systems—unimplemented as yet. Wrong and separate choices have been made over the years because decisions were left to each programme, fund, and agency. The heterogeneity of systems is one of the most important cause of waste and bureaucracy, a lack of harmonization, and poor communications among different parts of the UN System. In addition, whilst recognizing the serious challenge of coordination, the Secretary-General will also initiate a process to review procurement across the UN Secretariat—and perhaps beyond—to help the UN use its purchasing power to secure maximum value for money for procured goods and services.

### ***C. Strategic Planning: Monitoring and Evaluation***

**T**HE UN Joint Inspection Unit's most recent report on strategic planning in the UN system identified two basic approaches: the first type is a high-level issue-based systemic strategic framework

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to respond to broad, long-lasting, and overarching mandates; the second type is a corporate-style strategic plan to respond to the specificities of each part of an organization's mandate, with a shorter time horizon. The review process recommended combining these approaches: to use the longer-term objectives of the UN as an instrument to fully achieve shorter-term and issue-specific goals. A new strategic plan should be developed for the UN Secretariat at the beginning of the Secretary-General's term.

**COMMITMENT 47 – DEVELOP STRATEGIC PLAN FOR UN SECRETARIAT.** Within the first six months in office, and with substantial consultation, the Secretary-General will undertake a thorough review of the UN Secretariat's responsibilities and develop a five-year strategic plan to achieve a set of goals grounded in the Secretary-General's duties under the UN Charter and relevant mandates, including the commitments in this platform.

### *D. Reform of UN Security Council*

THE UNSC has largely remained the same since its inception. There have been numerous proposals for its reform. Ongoing efforts in this regard are taking place in the UNGA under the framework of the Intergovernmental Negotiations on the Question of Equitable Representation On and Increase In the Membership of the Security Council and Other Matters Related to the Council.

**COMMITMENT 48 – FURTHER THE DIALOGUE ON SECURITY COUNCIL REFORM.** Recognizing that Security Council reform falls exclusively within the authority of other organs to address, the Secretary-General will seek to further dialogue on reform and ensure that all relevant voices are heard.

### *E. Reform of UN Financing*

FUNDING for the UN is determined by the UNGA through its Fifth Committee. There are two sources of funding: assessed dues for Member States and voluntary contributions. The vast majority of funding comes from Member States, but a considerable number are regrettably in arrears. In the regular UN budget for

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2016, the top ten contributing Member States contributed roughly 70 percent of the overall budget.

**COMMITMENT 49 – FURTHER THE DIALOGUE ON FINANCING REFORM.** Recognizing that financing reform falls exclusively within the authority of other organs to address, the Secretary-General will seek to further dialogue on financing reform.

### *F. Public-Private Partnerships*

**T**HE challenges of this century go beyond national boundaries, and the divisions between the public and private sectors are increasingly blurred. Stronger and more effective partnerships with the private sector are vital to enabling the UN to address pressing and complex issues, especially where traditional problem-solving approaches have resulted in significant shortfalls and failures.

The UN Office for Partnerships, created in 2006, brings together stakeholders from the private sector and the UN. It oversees the UN Fund for International Partnerships, the interface between the UN and the UN Foundation. By 2014, the Fund had supported over 550 projects and programs across 43 UN entities in 124 Member States. Nevertheless, it had only raised and spent a cumulative \$1.36 billion (33 percent of which originated from the initial donor) since its establishment in 1998. By comparison, in just 2014 alone, the world's largest companies and foundations gave over \$75 billion to various charitable causes. The United Nations is simply not attracting anything close to the level of support it should be able to secure, given its critical global mission.

**COMMITMENT 50 – APPOINT A SPECIAL ENVOY ON PHILANTHROPIC OUTREACH.** The Secretary-General will appoint a high-profile person to serve as the Special Envoy on Philanthropic Outreach. That individual will assist the Secretary-General in attracting more donors from the private sector, work to increase productive public-private partnerships with the UN, and assist the Office of Partnerships in its outreach efforts. The Secretary-General will meet as often as possible with prominent business leaders and heads of foundations from around the world to explore opportunities for voluntary and transparent partnerships in line with the purposes and principles of the UN.

### *G. Making UN Widely Accessible*

**T**HE UN is a collection of Member States comprised of the citizens of the world, and as such it must represent the diverse, and sometimes diverging, interests of the global community. In order to do this, the UN should, inter alia, engage more broadly with civil society and the media.

**COMMITMENT 51 – ACHIEVE CONSISTENT INCLUSION OF CIVIL SOCIETY.** The Secretary-General will facilitate the development of a consistent standard across intergovernmental bodies for the involvement of civil society. The gradual development of NGO participation in ECOSOC should serve as an example of the utility of engaging with civil society. As Chair of the Chief Executives Board for Coordination, the Secretary-General will initiate coordination through consultation to achieve consistent inclusion of civil society across the agencies and bodies related to economic and social issues.

**I**MAGES and information about the challenges of our world flow dynamically over new media channels, informing and affecting public opinion and political will in real time, as well as creating unprecedented connectivity within local and global populations. In order to effectively advance a robust agenda on conflict prevention, counter-terrorism, peacekeeping, global health, human rights, climate change, gender equality, sustainable development, and a broad range of other issues, the Secretary-General and senior UN officials must more effectively harness the communications and outreach opportunities on offer in the 21<sup>st</sup> century.

Through more direct public, media-supported engagement, the Secretary-General and senior UN officials can become more credible, respected, and effective advocates for the UN worldwide.

**COMMITMENT 52 – REINVENT UN MEDIA AND COMMUNICATIONS STRATEGY.** The Secretary-General will endeavor to make the UN more understandable and accessible, and to bring it closer to Member States and the global public, fully cognizant of the role played by media in furthering global public discourse. From Day One, the USG for Communications and Public Information, together with the Committee on Information, will conduct a strategic review of the current structure, practices, and protocols of the Department of

Public Information (DPI). Recommendations will be made as to how DPI can more effectively advance the policies and initiatives of the UN, and thereby better serve Member States and their constituencies in a broad array of languages. This review will also consider how to significantly augment the utilization of modern media tools to engage with Member States and other constituencies in order to advance broad-based international support for the work of the UN. This will include robust implementation of a new integrated social media strategy, protocols, and practices to bring the Secretary-General into direct dialogue with the global public.

### *H. Youth Engagement*

**T**HE Secretary-General will need to prioritize the Organization's stronger engagement with the more than 40 percent of the world's population that is under 25 years of age.

Next to the need to provide gainful employment to youth, as required by Agenda 2030, acquiring insight into their particular views, needs, and ambitions is vital. Young people tend to be innovation leaders—often standing at the forefront of technological solutions that could critically advance the achievement of sustainable development, as well as other core priorities of the United Nations in the 21<sup>st</sup> century. Yet youth engagement is a relatively new and underdeveloped form of outreach for the UN. In 2012, a five-year action agenda was begun to promote youth programing. The focus of the agenda was programing on employment, entrepreneurship, political inclusion, citizenship, education, and reproductive health, through a lens directed at youth. Also in 2012, as President of the 67<sup>th</sup> Session of the UNGA, I held the first-ever Youth Assembly at the UN, creating a new platform for meaningful dialogue and partnerships between exceptional youth leaders, UN officials, private sector representatives, and civil society.

Another form of youth participation at the UN is the UN Youth Delegate Programme, which allows Member States to send youth delegates to accompany their official delegations at the UNGA and in various functional Commissions of ECOSOC. In the 27 country missions that currently have designated youth delegates, these delegates play a role in providing input for their delegations on issues pertaining to youth. Additionally, there are programs like

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Model UN and the Young Professional Programmes, which offer youth a chance to interact with the UN. Yet more opportunities for outreach should be undertaken.

*Young people tend to be innovation leaders—often standing at the forefront of technological solutions that could critically advance the achievement of sustainable development*

**COMMITMENT 53 – ENGAGE UN WITH YOUTH.** The Secretary-General will engage with youth as much as possible and strongly encourage high-level UN officials to do the same. In addition, the Secretary-General will promote youth-led technological innovation to further the implementation of the SDGs, as well as work closely with the Envoy on Youth and the Special Envoy on Global Education to make more programs available for young professionals to interact with, learn from, and contribute to the UN. Lastly, the Secretary-General will encourage Member States that do not currently have youth representation at the UN to establish Youth Delegate Programmes.

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ACABQ	Advisory Committee on Administrative and Budgetary Questions
ASG	Assistant Secretary-General
AU	African Union
CBD	Convention on Biological Diversity
CCS	Carbon Capture and Storage
CIRSD	Center for International Relations and Sustainable Development
CTITF	UN Counter Terrorism Implementation Task Force
DESA	Department of Economic and Social Affairs
DFS	Department of Field Support
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DSRSG	Deputy Special Representative of the Secretary-General
ECOSOC	Economic and Social Council
ECOWAS	Economic Community of West African States
EV	Electric Vehicle
FIB	Force Intervention Brigade
FUNDS	Future of the United Nations Development System
G20	The Group of Twenty
G8	The Group of Eight
GDP	Gross Domestic Product
GEF	Global Environment Facility
GNI	Gross National Income
HLPF	High-Level Political Forum of Heads of State and Government
HRuF	Human Rights Up Front
IAEA	International Atomic Energy Agency
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social, and Cultural Rights
ICTs	Information and Communication Technologies
IDPs	Internally-Displaced Persons
IFIs	International Financial Institutions
IPSAS	International Public Sector Accounting Standards
MDGs	Millennium Development Goals
MENA	Middle East and North Africa
MINUSMA	Multidimensional Integrated Stabilization Mission in Mali
MOPAN	Multilateral Organization Performance Assessment Network
NATO	North Atlantic Treaty Organization
NDC	Nationally Determined Contribution
NGOs	Non-Governmental Organizations

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OAS	Organization of American States
ODA	Official Development Assistance
OHCHR	Office of the High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
OSCE	Organization for Security and Cooperation in Europe
PBC	Peacebuilding Commission
PCCs	Police Contributing Countries
PPP	Public-Private Partnership
PVE	Preventing Violent Extremism
R2P	Responsibility to Protect
SDGs	Sustainable Development Goals
SPM	Special Political Mission
SRSG	Special Representative of the Secretary-General
TCCs	Troop Contributing Countries
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees
UNHRC	United Nations Human Rights Council
UNICEF	United Nations Children’s Fund
UNMEER	United Nations Mission for Ebola Emergency Response
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNODA	United Nations Office for Disarmament Affairs
UNODC	United Nations Office on Drugs and Crime
UNOWA	United Nations Office for West Africa
UNRCCA	United Nations Regional Centre for Preventive Diplomacy in Central Asia
UNSC	United Nations Security Council
UNSMIL	United Nations Support Mission in Libya
UNSMIS	United Nations Supervision Mission in Syria
UNSWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women
USG	Under-Secretary-General
WBCSB	World Business Council on Sustainable Development
WFP	World Food Programme
WHO	World Health Programme
WPS	Women, Peace, and Security