

## **VISION STATEMENT**

by

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**Renewing the Promise: A United Nations that works**

The United Nations stands at an inflection point. The international system is under strain, fractured by war, inequality, and eroding trust. And yet, 80 years after its founding, no one has abandoned their belief in the mission of the United Nations. Despite profound divisions, Member States and people around the world continue to turn to this Organization because they know what it represents: peace through cooperation; dignity through dialogue; and solutions through solidarity and collective responsibility.

The United Nations relevance endures, but its effectiveness must be renewed. Building on the current process of the UN80 initiative, an honest and courageous approach is urgently needed to achieve an Organization that is relevant and impactful. The world does not need more declarations. It needs a United Nations capable of responding to the real demands of our time, with impartiality and a results-oriented approach grounded in facts.

More than 40 years of service in diplomacy and my current experience as Director General of the International Atomic Energy Agency has proven to me that this is possible. For the past 6 years I have been leading a global organization that operates at the intersection of international peace and security, energy, science, and development. I have mediated in moments of international crisis and delivered tangible support where it is needed most. These experiences have confirmed a conviction I hold deeply: even in times of division, multilateral institutions can deliver real, positive impact, provided they remain accountable, focused, credible, and deeply committed to engaging those they serve.

The United Nations requires the same focused and credible approach. It must protect its founding values while responding to the world as it is. With this in mind, I propose five interlinked priorities:

### **1. EFFECTIVE ACTION FOR PEACE AND SECURITY**

The United Nations must return to its founding promise - to save humanity from the scourge of war. International peace and security remains the first pillar of our shared architecture, the essential condition upon which our coexistence is built, and human dignity can be fully realized.

The United Nations must regain this central mission, not in rhetoric, but through an early, and credible engagement. In an increasingly complex world, this means being active, not passive, in the face of conflict and humanitarian crises. It requires moving from platitudes, to active diplomacy and the deployment of impartial expertise. Credible decisions are informed by timely, evidence-based assessments, and communicating clearly.

The Secretary-General has the responsibility to work closely with the Security Council, and to maintain a sustained dialogue with all Member States, in particular those at opposite ends of conflict. In a divided world, this role must be exercised with clarity and care, and with enlightened and prudent optimism. It must be guided by the Charter and by the goal of peace through cooperation.

## 2. DEVELOPMENT THROUGH REALISTIC SOLUTIONS AND COLLABORATIVE PARTNERSHIPS

Peace and security are crucial enablers of development. They create the conditions for economic growth, innovation and investment, while sustaining human dignity and making effective humanitarian action possible.

The 2030 Agenda and the Sustainable Development Goals offer a framework, a set of priorities, and a global reference for problems that require solutions. But with only 18% of their targets on track, the SDGs remain unfulfilled aspirations. This must make us reflect: are we still on the right course of action? Will doing more of the same deliver different results?

A grounded, sectoral approach is needed. It must be focused on achievable outcomes, measurable progress, and practical coordination. This includes building more constructive partnerships with civil society, the private sector, and the scientific community. Blanket condemnations and polarizing rhetoric only widen divides, alienate indispensable stakeholders, and weaken implementation.

At the same time, the United Nations must strengthen its engagement with international financial institutions, whose goals and missions are complementary and mutually reinforcing, working together, enhancing dialogue and priorities through a coherent approach in supporting development

Development cooperation must deliver tangible benefits including, access to health care, food, water and energy security, environment, education and real opportunities for a better quality of life, especially in countries facing the greatest challenges. Words must lead to action, and action to impact.

## 3. HUMAN RIGHTS AND HUMAN DIGNITY AS CORNERSTONES OF PEACE

The pursuit of peace and security is inseparable from the defence of human dignity. The foundational instruments of human rights, including the Universal Declaration and the

core international treaties, remain as relevant today as when they were first adopted. They are not outdated ideals, but an essential guide for responsible and peaceful global engagement.

The United Nations must reaffirm its commitment to human rights through more than declarations. It must do it through its presence on the ground and through mechanisms that enable more effective responses to discrimination and violence, a renewed focus on women's rights and youth participation, and the defence of civic space in all regions.

Firmly anchored in the UN Charter, human rights must be integrated into broader efforts for peace and development while being responsive to today's realities. Upholding human dignity is not an abstraction. It is the foundation for lasting peace.

Human rights are particularly vulnerable in moments of crisis and conflict, when respect for international law, including humanitarian law, becomes essential. In such contexts, the United Nations has a central role to play, working in a coordinated manner to provide neutral, impartial and independent assistance to Member States.

#### 4. MODERN MANAGEMENT AND INSTITUTIONAL RENEWAL

A stronger United Nations requires a reform process guided by clear purpose. Over the years, the Organization has accumulated overlapping mandates and fragmented functions, limiting its ability to deliver solutions to global challenges. Reform is necessary, but not for its own sake. Too often, reform efforts are stuck in self-serving bureaucratic loops. The United Nations and its reforms must serve humanity, not a deliberative machinery. UN80 initiative is an indispensable point of departure to be followed by implementation through a wider process of rightsizing, which is sustainable and reconciles mission with available resources, based on the priorities agreed by Member States.

A purposeful, performance-driven renewal is needed. We must improve coordination, eliminate duplication, digitize operations, and align structures with clearly defined goals. Efficiency must serve a purpose, not satisfy a process.

Institutional renewal requires trust and a shared understanding between Member States and the Secretariat. It also requires determination from the Secretary General to guide with a sense of urgency and ensure effective coordination across the UN system. To succeed, reform processes must also engage staff at all levels in meaningful ways.

Institutions perform best when they draw on society's full talent pool. Equal opportunity for men and women is not a matter of image or political correctness. When implemented correctly, it leads to better outcomes and therefore must be a defining feature of a modern United Nations.

## 5. PRINCIPLED, PRAGMATIC MULTILATERALISM

By strengthening its commitment to its founding vision, we enable the United Nations to respond to today's realities. In times of fragmentation and insecurity, impartiality and effective dialogue are essential. The United Nations Secretary-General must engage with all sides, speak with clarity, and act with purpose, particularly in moments of disagreement. Real leadership does not retreat from complexity but rises to its challenges. Effective leaders listen carefully, act decisively, and deliver tangible results.

Eighty years after its founding, the United Nations must renew itself and its Secretary-General must be the embodiment of that renewal. The challenges are great, but the mission endures: to prevent war, to protect people, and to promote the dignity of all. I am ready to lead this next chapter -- with conviction, with realism, and with an unshakable belief in the value of principled, pragmatic multilateralism. The world still needs the United Nations. But it must be a United Nations that works.