"We need a global response that addresses the root causes of conflict, and integrates peace, sustainable development and human rights in a holistic way”

United Nations Secretary-General António Guterres

---

“In today’s world the most important word is together”

United Nations Deputy Secretary General Jan Eliasson
UNITED

adjective | unit-ed \yth-

• made one : combined ¹
• relating to or produced by joint action : a united effort
• being in agreement : harmonious : a united family
• involving people or groups working together to achieve something
• made up of members who share the same purpose(s), interest(s)
• joined together politically, for a common purpose ²

INSTITUTIONS

noun | in-sti-tu-tion \in(t)-stë-tu-shen, -tyü-

• organization(s), establishment(s), foundation(s), society(ies),
corporation(s) or the like, devoted to the promotion of a particular
cause(s) or program(s), especially of public, educational or charitable
character ³
• organization(s) founded and united for a specific purpose ⁴
• the building devoted to such work ⁵

¹ Merriam-Webster Dictionary
² Oxford Dictionary
³ Dictionary.com
⁴ Vocabulary.com
⁵ Dictionary.com
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- Infrastructure
- Strategic Services and Functions
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- Global Program Platform and Global Forums
- Multi-Stakeholder Engagement Framework
- Coordination Framework
- Secretariat and Strategic Support Services
- International Conference Center
- Office Space
- Knowledge Network
- Additional Considerations
- Co-Creation
Disclaimer

This version is the preliminary draft version of the publication and is circulated in a limited number of copies and posted on the United Institutions Development website to stimulate discussion and critical comment before finalization of the framework. This version is a draft framework for review, not to be quoted.

Format

The United Institutions Global Strategic Framework has been formatted according to selected United Nations formatting guidelines for resolutions, frameworks and outcome documents, in order to adhere to UN and international standards, and to facilitate stakeholder reviews, assessments, feedback, discussions, negotiations and revisions to the document.
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### Acronyms and Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>AAAA</td>
<td>Addis Ababa Action Agenda</td>
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<tr>
<td>AU</td>
<td>African Union</td>
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<tr>
<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
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<tr>
<td>CFS</td>
<td>Committee on World Food Security</td>
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<tr>
<td>CSM</td>
<td>Civil Society Mechanism</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
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<tr>
<td>COP13</td>
<td>Conference of the Parties 13 Convention on Biological Diversity</td>
</tr>
<tr>
<td>COP21</td>
<td>Conference of Parties 21 UN Framework Convention on Climate Change</td>
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<tr>
<td>ECOSOC</td>
<td>United Nations Economic and Social Council</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>FAO</td>
<td>United Nations Food and Agricultural Organization</td>
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<tr>
<td>GNI</td>
<td>Gross National Income</td>
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<td>HLPF</td>
<td>High Level Political Forum</td>
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<td>ICVA</td>
<td>International Council of Voluntary Agencies</td>
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<td>IASC</td>
<td>Inter-Agency Standing Committee</td>
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<tr>
<td>IGO</td>
<td>Inter Governmental Organization</td>
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<tr>
<td>IISD</td>
<td>International Institute for Sustainable Development</td>
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<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
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<tr>
<td>INGO</td>
<td>International Non-Governmental Organization</td>
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<tr>
<td>IRC</td>
<td>International Red Cross</td>
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<tr>
<td>MOI</td>
<td>Means of Implementation</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
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<tr>
<td>MSP</td>
<td>Multi-Stakeholder Partnership</td>
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<tr>
<td>NASA</td>
<td>National Aeronautics and Space Administration</td>
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<td>NGO</td>
<td>Non Governmental Organization</td>
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<tr>
<td>OCHA</td>
<td>United Nations Office for the Coordination of Humanitarian Affairs</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
</tr>
<tr>
<td>QCPR</td>
<td>Quadrennial Comprehensive Policy Review</td>
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<td>SIDA</td>
<td>Swedish International Development Cooperation Agency</td>
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<td>SDG</td>
<td>Sustainable Development Goals</td>
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<td>STI</td>
<td>Science, Technology and Innovation</td>
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<td>UI</td>
<td>United Institutions</td>
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<td>UIDCM</td>
<td>United Institutions Department for Conference Management</td>
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<td>UIF</td>
<td>United Institutions Foundation</td>
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<td>UIIOC</td>
<td>United Institutions Office for International Cooperation</td>
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<td>UIOMA</td>
<td>United Institutions Office for Management and Administration</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UNEA</td>
<td>United Nations Environment Assembly</td>
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<td>UNEP</td>
<td>United Nations Environment Programme</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>UNFCC</td>
<td>United Nations Framework Convention on Climate Change</td>
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<tr>
<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>WHO</td>
<td>World Health Organization</td>
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<td>WHA</td>
<td>World Health Assembly</td>
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<td>WFP</td>
<td>World Food Programme</td>
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<td>WWF</td>
<td>World Wildlife Fund</td>
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<tr>
<td><strong>Glossary</strong></td>
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<tr>
<td><strong>Global Framework</strong></td>
<td>International agreement adopted by UN member states</td>
</tr>
<tr>
<td><strong>Level</strong></td>
<td>Institutional, sub-national, national, regional, global and systems level</td>
</tr>
<tr>
<td><strong>Sector</strong></td>
<td>Public, private and civil sectors</td>
</tr>
<tr>
<td><strong>Thematic Area</strong></td>
<td>Subject matter area such as poverty, conflict and climate change</td>
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</table>
UNITED INSTITUTIONS
Global Strategic Framework

Foreword
Foreword

Right now our world is facing a series of global challenges that are stretching our capacity to address them. There are multiple humanitarian crises, famine, displacement, refugee crises, violent extremism, terrorism, armed conflicts and wars ravaging in several countries. We are facing complex long-term global challenges including, inter alia, poverty, hunger, water scarcity, gender discrimination and widespread inequality. On the environmental front we are facing climate change, deforestation, ocean depletion, pollution and biodiversity loss.

However, despite these challenges there is also reason for hope. In many areas there has been significant progress thanks to dedicated stakeholders around the world, making a difference for people, our communities, wildlife and nature around us.

The world also came together at the United Nations in 2015 to adopt the 2030 Agenda for Sustainable Development, promising to put us on track towards a better world and a brighter future for all. Countries have also adopted the Paris Agreement on climate change; the Sendai Framework for Disaster Risk Reduction; the Addis Ababa Action Agenda on financing for development; joined together at the World Humanitarian Summit to improve humanitarian assistance, resilience and preparedness; and adopted UN resolutions outlining a new approach towards sustainable peace.

With these frameworks as our guide and with leaders and people around the world agreeing on the necessity for systemic global change, there is excitement about the new world we are embarking towards, where everyone is included and no one is left behind.

As we set forth on our collective journey towards addressing our global challenges and achieving the new frameworks - no word is more important than together. The new global frameworks require an unprecedented level of international cooperation and call on stakeholders around the world to work closely together to solve issues at local, national, regional and global levels. And we have seen what we can achieve when we join hands to deliver results. We are the answer to hope. All of us - together.

This is what underpins and drives everything that we are doing in establishing the United Institutions and helping to build the global infrastructure to serve, support, strengthen and enable stakeholders to usher in a new era of global collaboration, collective action and concrete results. It is with great excitement that we seek to fulfill our mandate to serve and support institutions and organizations within the international community.

The United Institutions is an investment in the long term positioning and the global capacity of the sustainable development, peace and security, humanitarian and human rights sectors; the means of implementation; the revitalization of global partnership; and in the strengthening and integration of the international architecture. It is an investment in getting us all “fit for purpose” and working as a global team, in the spirit of global solidarity and partnership towards building a better world.

The United Institutions is an investment in all of us, the world’s stakeholders, changing the world together as one.

Stirling Dean
Chairman and Executive Director
United Institutions Foundation
UNITED INSTITUTIONS
Global Strategic Framework

Executive Summary
Executive Summary

Introduction

The United Institutions (UI) is a new global institution and permanent world forum for international cooperation, coordination and collective action on sustainable development, peace and security, humanitarian assistance and human rights, being developed for institutions and organizations within the international community.

The new world forum is a next generation global institution, developed to serve, support and further the ideals and principles enshrined in the charter of the United Nations, towards establishing cohesive international organization, cooperation, partnership and solidarity within and between institutions, stakeholders, nations, cultures and societies; in support and in the advancement of sustainable development, international peace and security, humanitarian assistance and human rights; and towards the achievement of a sustainable, equitable, prosperous and peaceful world for people and planet.

The United Institutions is a strategic investment in the joint long-term positioning of the development, humanitarian, peace building and human rights sectors, and in the global capacity of the international community as a whole, to address global challenges and achieve global development goals.

The United Institutions is an investment in the 2030 Agenda for Sustainable Development, the Paris Agreement on Climate Change, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; the Sendai Framework for Disaster Risk Reduction; the Agenda for Humanity and the New Ways of Working, and UN resolutions on sustaining peace.

The global platform is being established to serve, support, strengthen and advance international cooperation, governance and integration within the international architecture and global ecosystem as a whole; complementing and supporting the mandates, comparative advantages and efforts of existing mechanisms, including, inter alia, communities, local authorities, governments, regional organizations, international organizations, the United Nations system, philanthropic foundations, nongovernmental organizations, civil society, major groups; the private sector, academia, think tanks, the scientific community and multi-stakeholder partnerships.

The world forum will function as an institutional home at the global level for international cooperation, coordination and connectivity across frameworks, thematic areas and sectors - for and between institutions and organizations within the international community - in support of national development plans and in addressing trans-boundary, regional and international dimensions.

Global Strategic Framework

The United Institutions Global Strategic Framework establishes the mission, mandate, strategic goals, objectives, services and outputs of the United Institutions, its thematic coverage, operational areas and constituents, and its institutional framework and composition.

The framework sets out the rationale, requirements and key considerations for the new institution; identifies its comparative advantage; defines the strategic role and functions the United Institutions will fulfill within the international architecture and global ecosystem; and identifies its functional relationship with existing institutions, mechanisms and decision making processes at international, regional and national levels.
The UI global strategic framework is the result of an extensive systemic thinking, assessment and evaluation process, conducted in a universal and neutral manner, inclusive of all fields, frameworks, thematic areas, stakeholder sectors, institutions and levels, without influence, preference or prejudice. The process was informed by existing books of knowledge, thought leadership and recommendations from a broad set of institutions, experts and sources within and across all frameworks, sectors, thematic areas and levels – national, regional and global.

The strategic framework provides a strategic overview of the global political, social and economic environment; critical global challenges; governance, the international architecture, existing mechanisms within the global system, as well as new global frameworks on sustainable development, peace and security, humanitarian assistance, disaster risk reduction and climate change - as the key overarching strategic requirements, considerations and guiding factors in the establishment of the United Institutions.

In defining the United Institutions strategic goals, functions, services and institutional composition, the framework addresses and highlights key attributes and requirements for the implementation of the new global frameworks, including inter alia, the interconnected and integrated nature of the frameworks; systemic change and the paradigm shift to integrated approaches; implementation requirements and challenges at institutional, national, regional, international and systems levels; systemic and structural challenges within the international architecture and global ecosystem that are barriers to all efforts and progress on the realization of the global development goals; as well as a review of the means of implementation of the frameworks.

The review of the means of implementation includes an in-depth discussion of critical cross-cutting ‘systemic’ means of implementation and the means of implementation ‘nexus’ that work within and across the new global frameworks and effect efforts at national, regional and international levels. The review also addresses requirements and shortcomings in realizing the means of implementation - at the systems level, which will be instrumental for the efforts of all stakeholders. The overview also looks at requirements, criteria and recommendations related to establishing a coherent systemic and transformative global approach to mobilizing and realizing means of implementation reforms, investments, functions and services at all levels.

A further critical component of the strategic framework addresses reforms and investments that need to be implemented at institutional, national, regional, international and system levels, in order for stakeholders and the global system as a whole to be ‘fit-for-purpose’ to adequately address global challenges and achieve the global frameworks.

Strategic Considerations, Requirements and Challenges

Key strategic considerations, requirements and challenges outlined in the United Institutions global strategic framework include, inter alia,

- Our world has reached a critical turning point, with the world’s countries having adopted a set universal, interlinked and transformative global frameworks and international instruments towards addressing global challenges and building a sustainable, equitable, prosperous and peaceful world for all, leaving no one behind.

- These frameworks include, inter alia, the 2030 Agenda for Sustainable Development, the Paris Agreement on Climate Change, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; the Sendai Framework for Disaster Risk Reduction; the Agenda for Humanity and the New Ways of Working, and UN resolutions on sustaining peace.

- Together these universal accords form an ambitious and transformative global agenda and a new contract between the world’s governments and the world’s people.
• The adoption of the frameworks set the stage for a new era of international cooperation and global development that will profoundly alter the way the international community addresses global challenges and development goals, and call upon all peoples and nations to work together in global partnership and solidarity, towards collective global good, at local, national, regional and international levels.

• The world is facing pressing global challenges including, inter alia, poverty, hunger, food insecurity, water scarcity, epidemics, child mortality, inequality, gender discrimination, humanitarian crises, refugee crises, famine, armed conflicts, wars, extremism, violence, terrorism, racism, xenophobia and intolerance. The world is also facing major environmental crises including, inter alia, climate change, pollution, deforestation, desertification, ocean depletion, soil erosion, extinction of species and biodiversity loss.

• The scope and scale of the global challenges is immense, and stretching the global capacity to deal with them. The challenges are also interconnected, further exasperating the challenge to address them.

• There is broad consensus that no country, organization, sector or stakeholder can address or solve these complex, interconnected and global challenges by themselves. Achieving the new global frameworks and tackling the challenges will instead require the involvement, inclusion, participation, contributions, commitment and collective action of all stakeholders of society and an unprecedented level of international cooperation.

• The new frameworks call for systemic change and require a new approach to realizing sustainable development, peace and security, humanitarian assistance and human rights - through systemic and integrated approaches that account for synergies and tradeoffs between frameworks, development goals, policies and implementation processes.

• The implementation of the frameworks at national, regional and international levels will also depend on the success of integrating the frameworks with each other, and for stakeholders across institutional divides to work together towards systemic change and collective outcomes.

• Cohesive nationally owned strategies will be at the heart of global efforts to implement the frameworks, coupled with complementary international support, as and when needed. At the regional and international levels there will also be much work to be done - in providing coherent and coordinated international support to national development efforts, and in addressing trans-boundary, regional and international issues.

• The means of implementation for each framework will be key to achieving the agendas, and are of equal importance with the other goals and objectives of the frameworks.

• Revitalization of global partnership and multi-stakeholder partnerships will be key means of implementation at all levels, involving all stakeholders of society.

• The frameworks include cross cutting ‘systemic’ means of implementation that apply to all frameworks and require integration across the frameworks, covering areas such as governance, enabling environment, institutional frameworks, international cooperation, stakeholder engagement, integration, global partnership, and capacity building.

• The systemic means of implementation are of critical significance as they address and fulfill many of the requirements, functions and means, as well as the transformation required, to ensure that stakeholders, institutions and mechanisms at national, regional and international levels, the international architecture and the global ecosystem as a whole – have adequate institutional coherence, structure, organization, function, connectivity, capacity, knowledge,
expertise and resources to be “fit for purpose” to meet the requirements, scale and ambition of the new global frameworks.

- Realizing the means of implementation, implementing integrated approaches, getting fit-for-purpose, and achieving systemic change - will require stakeholders to make significant investments and reforms related to, inter alia, governance arrangements, institutional frameworks, policy coherence, decision-making processes, strategic planning, implementation, programs, monitoring and review, ways of working, stakeholder engagement, knowledge exchange, partnerships, and financing mechanisms.

- Achieving the frameworks will further require strengthening the integration of the international architecture; strengthening international cooperation and coordination; reform of the global multi-lateral-system; strengthening of the coherence and coordination within the UN system; breaking down institutional divides; and investing in the long term positioning of the development, peace, humanitarian and human rights sectors.

- It will require institutional reforms and investments, political will and leadership, and multi-year commitments by stakeholders, system-wide.

- Reforms and investments at institutional, national, regional and international levels are all critical. They are also highly complex and will take much effort by stakeholders to implement.

- Reforms and investments at institutional, national, regional and international levels depend on each other.

- It will be imperative that the reforms and investments are implemented, integrated and coordinated in a systemic and sustained manner.

- The scale and ambition of the new frameworks will require stakeholders to collectively take a broader view of the needs of the system as a whole, and work collectively to get the system “fit for purpose”.

- There are significant challenges facing stakeholders in the realization of the means of implementation at all levels - institutional, national, regional, international and systems level.

- Realizing the new frameworks and addressing global challenges will further require stakeholders to collectively address existing systemic and structural challenges and shortcomings within international architecture and global ecosystem.

- These include, inter alia, entrenched silos, institutional divides; a silo mentality; fragmentation; competition; stretched budgets; vertical financing structures; single issue approaches; ad-hoc arrangements, processes, mechanisms, structures and initiatives; lack of long term strategic planning; lack of capacity building support; insufficient coordination, alignment and synchronization; insufficient inclusion, participation and access; limited integration between frameworks, thematic areas, institutions, sectors and levels; lack of political will, leadership and commitment; competing priorities; donor fatigue; donor fragmentation; insufficient investment, resources and support mechanisms; and lack of cross-sectoral platforms and institutional mechanisms.

- Other critical shortcomings include, inter alia, an insufficiently inclusive and representative international architecture; and lack of capacity to coordinate, integrate, leverage and connect efforts by existing mechanisms, especially across the development, peace, humanitarian and human rights nexus. Additional gaps and challenges include limited existing awareness, knowledge and expertise on the inter-linkages between global challenges; the complexity of the new frameworks; and system wide capacity building needs.
• The systemic challenges and shortcomings are interlinked and interconnected with each other. The inter-linkages between the challenges also mean that they cannot be solved in isolation from each other, and instead have to be addressed together in a systemic and integrated manner, and require holistic and integrated approaches and solutions.

• These systemic challenges have impeded past efforts and progress, and also threaten to prevent coherent and adequate investments, reforms, efforts and progress in the realization of global development goals. It is thus imperative that stakeholders address the systemic challenges in order to move forward with the global frameworks.

• The compounded effect of the many pressing global challenges the world is facing; the urgency to address them; current political and global economical challenges; the scope and ambition of the new global frameworks; the complexity and integrated nature of the frameworks; the significant reform and investment requirements placed on all stakeholders; the challenges in implementing means of implementation on institutional, national, regional, international and system-levels; and the systemic and structural challenges and shortcomings of the international architecture and ecosystem as a whole - together create a prohibitive and challenging environment to achieve transformative systemic change.

• There is commitment, momentum and effort from nation states and the UN system in realizing the systemic means of implementation at national and UN levels. However, current efforts at national, regional and international levels only partially contribute to system level requirements and are insufficient to meet the needs of the system as a whole.

• Current efforts will in some cases be insufficient to achieve the acceleration, advancement and transformative change that is required for the realization of the global frameworks. Given the constraints, challenges, gaps and shortcomings - getting “fit for purpose” will prove elusive and current challenges will most likely perpetuate.

• A lack of attention, reforms and investment in the systemic means of implementation may lead to, inter alia,
  1) Continued incoherent development, fragmentation, competition, lack of coordination, inefficiency, single issue approaches.
  2) Slow or limited progress in achieving the paradigm shift to systemic change.
  3) Challenges in achieving the required level of systemic, sustained and coherent – transformation, global integration, capacity, governance, cooperation, coordination, development, collective action and momentum, required to realize the global development goals.
  4) Stalling meaningful progress on the frameworks.
  5) Poor implementation of the frameworks.
  6) Limited progress and challenges in the achievement of global development goals and development targets by the necessary dates and scale of implementation – with dangerous consequences for people and planet.

• The frameworks acknowledge the critical urgency to achieve the goals and that they can’t be realized without an equally ambitious means of implementation and global partnership. Limited progress or failure to provide adequate means of implementation, partnership and integration will thus have dire effects for nations, communities, humanity and the global ecosystem as a whole, and for both present and future generations.

• There is potential for the international community to overcome these obstacles, if investments are made into the comprehensive strengthening and integration of the global architecture and in the coordination and leveraging of collective global efforts.
What is required is for national governments, the UN system and other stakeholders to, inter alia, 1) Address needs and shortcomings in the implementation of the means of implementation; 2) address systems level requirements of the global ecosystem as a whole 3) invest in the integration of the international architecture 4) invest and provide strategic support for the long term positioning of the development, humanitarian, peace and security, and human rights sectors, as a whole, 5) provide the sectors with the requisite tools and platforms to improve integration, connectivity, cooperation, coordination and collective action 6) address the systemic and structural challenges within the international architecture and the global ecosystem 7) address the requirements and challenges related the systems level MOI requirements 8) and establish a coherent systemic and transformative global response and approach to the implementation of the systemic MOIs - allowing stakeholders at all levels to work together in the implementation of coordinated global measures, towards achieving systemic change and collective outcomes, and towards realizing the global frameworks.

It is important to recognize, that the individual systemic means of implementation requirements, functions, services, reforms and investments are all critical and imperative in themselves, and that it is critical that efforts and progress is made in the implementation of each if the systemic means of implementation at all levels, non-withstarding of the required development, adoption and implementation of a systemic and transformative global approach, which has to be implemented on its own schedule.

**Key Recommendations**

1) Provide support for institutions and sectors in developing, implementing and coordinating their efforts in getting ‘fit for purpose’.
2) Support and enable stakeholders to collectively address global frameworks, means of implementation, monitoring and review processes in a systemic and integrated manner.
3) Provide strategic support for stakeholders in adopting systemic thinking and related technical and institutional capacities.
4) Support and enable stakeholders to address systemic and structural challenges and shortcomings, in a systemic, integrated and sustainable manner.
5) Support and enable stakeholders to individually and collectively address, implement, coordinate and align cross-cutting systemic means of implementation requirements, investments, functions and services, in a systemic and integrated manner.
6) Take measures to address and implement systems-level means of implementation requirements for the global ecosystem as a whole, including inter alia, strengthen the international architecture, strengthen the integration of the global ecosystem, reform of the multi-lateral system, support the long-term positioning of the peace, humanitarian, development and human rights sectors, strengthen the institutional framework at the global level, strengthen the integration across frameworks at national, regional and global levels.
7) Provide integrated platforms to support and enable stakeholders to strengthen the development, peace and humanitarian nexus.
8) Support and enable stakeholders to engage in cross-framework and cross thematic cooperation - at the global level, in order to enhance efforts on sustainable development, peace building, humanitarian assistance and human rights.
9) Establish a universal, neutral and inclusive ‘integrator platform’ and institutional coordination mechanism at the global level, complementing the mandates and comparative advantages of existing mechanisms, to strengthen, advance and transform international cooperation, coordination, integration and collective action between all stakeholders sectors, within and across global frameworks, in support of national development plans, and in addressing trans-boundary and international level issues.
10) Establish a coherent global approach to the mobilization and realization of means of implementation within and across frameworks.
The United Institutions

The United Institutions is being established against the backdrop of the global challenges and the adoption of the new global frameworks, and in response to the need for investment in, inter alia,

- Strengthening the coherence and integration of the international architecture.
- Strengthening connectivity within the global ecosystem of existing mechanisms.
- Strengthening the development, humanitarian, peace and human rights nexus.
- Strengthening the institutional framework at the global level.
- Strengthening of international cooperation and coordination.
- Strengthening the means of implementation.
- Revitalization of the global partnership.
- Institutional and sector-wide capacity building.
- Good governance and enabling environment.
- Ensuring accountable, inclusive and effective institutions.
- Policy Coherence.
- Multi-stakeholder engagement.
- Addressing systemic challenges within the international architecture.
- Long-term positioning of the global development, humanitarian, peacebuilding and human rights sectors.
- Strengthening and advancing systemic and sustained inclusion, participation, access and awareness, within and across all frameworks.

The United Institutions global strategic framework outlines the institution’s mandate, functions, services, strategic goals and objectives, including the following criteria, inter alia,

- Serve as a global institution, integrator and permanent world forum for international cooperation and collective action in the fields of sustainable development, peace and security, humanitarian assistance and human rights, for institutions and organizations within the international community.
- Serve to complement the mandates and comparative advantages of existing mechanisms at global, regional and national levels.
- Serve to support, strengthen, integrate and advance the individual and collective efforts of existing mechanisms at global, regional and national levels.
- Serve as a global platform, joint resource and permanent forum for institutions and organizations engaged at global, regional and national levels.
- Serve, support, provide for, and enable - systemic multi-stakeholder engagement - between organizations from the public, civil and private sectors, including, inter alia, intergovernmental organizations, non-governmental organizations, major groups, multi-stakeholder partnerships, government institutions, bilateral agencies, philanthropic foundations, financial institutions, think tanks, academic institutions, the scientific community, corporations and business groups.
- Provide institutions and stakeholders with a dedicated cross-framework coordination mechanism and enabling environment at the global level for - systemic and sustained international cooperation, coordination, capacity building, integration, connectivity, knowledge exchange, partnerships, innovation and collective action.
- Address the full range of issues on the global development agenda including poverty, hunger, equality, water, global health, education, human rights, humanitarian crises, armed conflicts, conflict prevention, peace building, disarmament, democracy building,
trade, debt, financing for development, environmental protection, deforestation, ocean
depletion, biodiversity loss, renewable energy and climate change.

- Support and enable organizations to work closely together on a permanent and
  continuous basis; address global challenges, root causes and immediate needs;
  understand and navigate the inter-connectivity and inter-linkages between issues;
  engage in systemic problem solving; develop comprehensive strategies and solutions;
  integrate economic, social and environmental dimensions; strengthen policy coherence,
  implementation and monitoring; enhance and strengthen cooperation and coordination;
  and improve development and aid effectiveness.

- Serve to support and accelerate the global paradigm shift towards systemic change;
  support the adoption of holistic and integrated approaches to development; support
  integration across frameworks and institutions; build institutional and sector-wide
  capacity; align and leverage global efforts; break down institutional silos; address
  systemic and structural shortcomings within the global development architecture; reduce
  fragmentation; build trust and establish long-term strategic relationships between sectors;
  foster greater inclusion and participation; provide strategic support; strengthen existing
  institutions and mechanisms; sustain collective commitments and momentum, and
  support and advance global partnership for sustainable development, peace,
  humanitarian assistance and human rights.

- Serve as a dedicated global institutional mechanism aimed at supporting, connecting and
  leveraging the collective leadership, expertise, resources and efforts of individual
  stakeholders, partnerships, coalitions, platforms, programmes and mechanisms. It will
  provide a universal, inclusive and neutral goto-hub and institutional home at the global
  level, that will enable institutions to collectively engage, partner, connect, integrate,
  coordinate, strengthen, advance and align their work in a systemic, coherent and
  sustained manner, within and across frameworks and thematic areas.

- Provide a comprehensive global strategic framework and infrastructure for international
  cooperation.

- The United Institutions infrastructure for cooperation will consist of, inter alia, permanent
  global forums in international affairs, a collaborative global program platform,
  engagement with leading international institutions, a global secretariat, strategic support
  services, coordination with international and national mechanisms, global connectivity,
  and a major international office and conference center.

- The United Institutions permanent world forum and secretariat will be located in New
  York, along with the United Nations, with a view to enhance system-wide coherence,
  integration and coordination.

- The establishment of additional United Institutions forums at the regional level may be
  considered to further enhance services and functions.

- The establishment of the United Institutions will address, support, strengthen and help
  enable global implementation of systemic means of implementation across all
  frameworks and levels, as well as support stakeholders to develop, implement and
  sustain a coherent, systemic global approach to the implementation of systemic MOIs for
  the global ecosystem as a whole.

- The establishment of the United Institutions, as a permanent forum, integrator and
  institutional mechanism for coordination for institutions and organizations across
  frameworks, thematic areas, disciplines and stakeholder sectors - will strengthen,
  advance and expand the space for international cooperation – and enable institutions to
systemically institutionalize, strengthen, transform and advance collaboration with each other, and better coordinate, develop, integrate, plan, share, lead and implement individual and collective work.

• There are significant strategic and financial incentives for the establishment of the United Institutions and its added value, inter alia, in supporting and advancing the implementation of the global frameworks; in providing essential institutional and sector wide support; in getting stakeholder and the system as a whole ‘fit for purpose’; in supporting the realization of the means of implementation; in the integration across frameworks; in strengthening global capacity; and in supporting, strengthening, empowering and enabling stakeholders individually and collectively in addressing global challenges and in achieving the global frameworks.

**Comparative Advantage**

• The United Institutions comparative advantage is its mission, goals, functions and services contained within the global strategic framework – fulfilling requirements and providing functions that i) no existing organization, institution or mechanism currently provides; ii) that are not adequately supported by the mandates, functions and responsibilities of existing mechanisms; iii) that are not sufficiently provided for and supported within the international architecture and ecosystem of existing governance structures and institutional mechanisms, and: iv) that need to be addressed and supported in a universal, systemic, integrated and coherent manner - therefore requiring and warranting the establishment of an institutional coordination mechanism to support and provide for these functions.

• Affirming further that the functions and services of the United Institutions - are functions that need to be provided for, supported and met - in order to realize the goals, requirements and means of implementation of the new global frameworks, notwithstanding the establishment of the United Institutions.

**Outcomes and Added Value**

The United Institutions’ strategic outcomes and added value - in addition to its established functions and services, will include, inter alia,

1) Systemic, integrated, evidence-based and context specific, inter alia,

   1) Outcome documents.
   2) Advisories.
   3) Recommendations.
   4) Action agendas.
   5) Action points.
   6) Commitments.
   7) Partnerships.
   8) Programmes.
   9) Knowledge.
   10) Expertise.
   11) Policy recommendations.
   12) Technology transfer.
   13) Perspectives.
2) Systemic, integrated, in-depth, evidence-based and sustained, inter alia,

1) Engagement.
2) Dialogue.
3) Knowledge exchange.
4) Problem solving.
5) Cooperation.

Within and across frameworks, agendas and levels - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

3) System-wide transformation, advancement, acceleration, institutionalization and sustainability - in institutional and sector wide, proficiency, knowledge, competency, expertise, capacity, coherence, commitment, resources, programmes, solutions, policies, frameworks, inclusion and participation in, inter alia,

1) Systemic thinking.
2) Cooperation.
3) Partnering.
4) Coherence.
5) Coordination.
6) Integration.
7) Innovation.
8) Engagement.
9) Inclusion.
10) Transparency.

In addressing challenges, policy development, implementation and realizing development goals, across all frameworks, agendas, thematic areas, sectors and levels - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

4) System-wide transformation, advancement, acceleration, institutionalization and sustainability in - systemic thinking, cooperation, partnering, coherence, coordination, connectivity, integration, efficiency, effectiveness, innovation, engagement, inclusion, strategic relations, transparency and accountability; capitalization, coordination, harmonization and leverage of contributions; and systemic, integrated and coordinated individual and collective actions in, inter alia,

1) Addressing global challenges.
2) Policy development.
3) Implementation and realizing development goals.

Across all frameworks, agendas, thematic areas, sectors and levels - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

5) System-wide transformation, advancement, acceleration, institutionalization and sustainability in reducing, mitigating, preventing and/or eliminating, inter alia,

1) Fragmentation.
2) Incoherence.
3) Competition.
4) Silos.
5) Risks.
6) Single-issue approaches.
7) Lack of coordination, cooperation, inclusion, participation, engagement, transparency, accountability, and systemic thinking,

In addressing challenges, policy development, implementation and realizing, development goals, across all frameworks, agendas, thematic areas, sectors and levels.

6) A strengthened and vibrant global partnership; systemic, agile and intensive global engagement; coherent and coordinated means of implementation for, inter alia,

1) Addressing global challenges.
2) Policy coherence, development.
3) Implementation and coordination.

In realizing of global development goals, across all frameworks, agendas, thematic areas, sectors and levels, - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

7) System-wide transformation, advancement, acceleration, institutionalization and sustainability in, inter alia,

1) Systemic change.
2) Addressing global challenges.
3) Policy coherence.
4) Development.
5) Implementation and coordination.
6) Realizing global development goals.

Across all frameworks, agendas, thematic areas, sectors and levels, - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

Follow Up

The draft framework is intended as the foundation for the establishment the official UI strategic and institutional framework. The document is published as a draft, with the intent for it to undergo extensive consultation, debate, peer-to-peer review, analysis and revision, leading up to the adoption of an official framework by relevant stakeholders and partners within the international community.
UNITED INSTITUTIONS
Global Strategic Framework

Preamble
Preamble

This is the draft Global Strategic Framework for the United Institutions (UI). The United Institutions is a new global institution, coordination mechanism and permanent global forum for international cooperation and collective action for organizations within the international community working in the fields of sustainable development, peace and security, humanitarian assistance and human rights, in development in New York.

The new global institution is being established with the aim to support, strengthen and advance global capacity, international cooperation, collaboration, integration, collective action and progress in addressing pressing global challenges and in achieving global frameworks, agendas and development goals, at national, regional and global levels.

The purpose of this strategic and institutional framework is to frame and establish the new institution’s mandate; strategic goals, objectives, functions, services and outputs; operational areas; thematic coverage and constituents; its institutional framework and composition; set out the rationale, requirements and key considerations for the new institution; identify its comparative advantage; define the strategic role and functions it will fulfill within the global development architecture and ecosystem; and identify its functional relationship and coordination framework with existing institutions, mechanisms and decision making processes at international, regional and national levels.

The strategic framework provides a view of the global political and socio-economic environment, international architecture, ecosystem of institutions, governance structures, global frameworks, development goals and systemic issues, strategic goals and objectives; key assessments, analysis, considerations and requirements; and the methodology used to develop the framework.

The draft version of the strategic and institutional framework does not cover development related issues, inter alia, the institutional development process, requirements and considerations; development stakeholders; project management, financial planning, budget framework, design considerations, constituent requirements, accreditation criteria, membership services and stakeholder engagement requirements. These are addressed in other project documents.

The draft framework is intended as the foundation for the official strategic and institutional framework. The document will be published as a draft, with the intent for it to undergo extensive consultation, debate, peer-to-peer review, analysis and revision, leading up to the adoption of an official framework by relevant stakeholders and partners within the international community.

The intended audience of the draft version of the strategic and institutional framework are, inter alia, decision-making bodies, executive boards, executive leadership, heads of organizations, advisory boards, experts, practitioners and rights-holders within constituent institutions, organizations, mechanisms and stakeholders in the governmental, civil and private sectors, engaged in the fields of international peace and security, humanitarian aid, sustainable development and human rights.

The framework is intended to provide stakeholders with a broad, systemic and substantive view and understanding of, inter alia, requirements, capacity needs, gaps and challenges related to the implementation of internationally agreed global frameworks and development goals; capacity needs, gaps and challenges within the international architecture and global system of institutions implementing the global frameworks; the purposes, goals, functions and services of the new institution; how it relates to global frameworks, global development goals and thematic areas; how it will serve to support, strengthen, leverage and advance cooperation and collective efforts; expand the space for international cooperation at the global level; strengthen the capacity of the development, peace, humanitarian and human rights sectors; accelerate and advance system
wide adoption of systemic change; strengthen the integration and functions of the global development architecture and ecosystem; support, strengthen, integrate and align stakeholder institutional strategies, goals, programs, operations and outcomes; and serve to enhance and advance global capacity to address global challenges and realize global frameworks, development goals and targets, at the national, regional and global levels.

The final official strategic framework shall be used to guide stakeholders in drawing up, inter alia, strategic plans, priority areas, the coordination framework, engagement frameworks, and global forum functional specifications, in the years to come.

**Strategic Thinking and Methodology**

The development of the United Institutions global strategic framework was developed through an extensive strategic thinking, assessment, analysis and development process.

The strategic thinking process was conducted in a universal and neutral manner inclusive of all fields, frameworks, thematic areas, stakeholder sectors, institutions and levels, without influence, preference or prejudice.

The process was informed by existing knowledge, thought leadership and recommendations from a broad set of institutions, experts and sources - within and across all frameworks, sectors, thematic areas, and levels – national, regional and global.

A systemic, integrated and balanced approach was applied to ensure a comprehensive and inclusive consideration and integration of requirements, capacity needs and priorities across the fields of sustainable development, peace and security, humanitarian aid and human rights.

Careful attention was paid to ensure that the strategic framework and the new institution serve to support and strengthen systemic integration, capacity building and connectivity - within and across all the frameworks, thematic areas, sectors and levels.

Emphasis was placed on ensuring that the new institutional mechanism will have the framework, functions, services and capacities required to adequately meet identified requirements, goals and objectives.

The strategic thinking process involved a comprehensive evaluation and analysis of global, regional and national contexts, the global political and socio-economic environment; pressing global challenges in the areas of sustainable development, international peace and security, human rights and humanitarian aid, including, inter alia, poverty, hunger, health, education, gender equality, water scarcity, armed conflicts, nuclear proliferation, disarmament, intra-state conflicts, terrorism, extremism, intolerance, xenophobia, nationalism, protectionism and populism, globalization, global trade and commerce, sustainable energy; consumption and production patterns, industry and infrastructure, environmental degradation, deforestation, desertification, endangered species, biodiversity loss, pollution, ocean degradation, depletion of fisheries, ecosystem challenges, biosphere challenges, climate change; the global architecture and ecosystem of existing mechanisms; the mandates, responsibilities and functions of key international coordination mechanisms and institutions; global frameworks and international agreements; the paradigm shift to system thinking and holistic and integrated approaches; capacity building needs; challenges, gaps and requirements.

The process included comprehensive and systemic research, mapping, analysis, and assessment of existing bodies of knowledge, principles, standards, norms, current thinking, practices, lessons learned, research, expert recommendations, thought leadership, priorities, positions, requirements, resources, investments, constraints, challenges, risks and opportunities, at institutional, national, regional and international levels.
The process accounted for the universal calls for strengthened integration and cooperation from all stakeholder groups, and included analysis of the composition, function, structures, models, evidence, challenges and results of existing coordination mechanisms including, inter alia, United Nations fora, inter-governmental organizations, national sustainability councils, and multi-stakeholder platforms at global, regional and national levels.

Broad and inclusive research and analysis was conducted on discussions, statements, interventions and outcomes from a host of United Nations forums, councils, bodies, commissions, committees, panels, conferences and meetings on both thematic areas as well as technical issues inter alia, systemic change, policy coherence, implementation, integration, harmonization, enabling environments, multi-stakeholder engagement; partnerships, development cooperation; collective action, monitoring and review, governance structures and institutional arrangements.

An extensive literature review covered international agreements, agendas, frameworks, resolutions, policies, mandates, operating procedures, standards, norms, reports, research, analysis, recommendations, concepts, modeling tools, and other documents from stakeholders across all frameworks, thematic areas, sectors and levels including inter alia, the United Nations, UN General Assembly, United Nations Security Council, UN Economic and Social Council, High Level Political Forum, Peacebuilding Commission, United Nations Departments, UN agencies, funds and programmes, member states, intergovernmental organizations, regional organizations, civil society, non-governmental organizations, think tanks, philanthropic foundations, private sector, scientific community, academic community, as well as from individuals, in a broad set of disciplines.

Requirements, challenges, risks and opportunities were assessed in terms of their affects on the institutional, national, international and system-wide capacity, efficiency and ability to address and implement solutions across the full spectrum of thematic areas and technical issues. In-depth analysis was undertaken on constraints, challenges, systemic and structural short-comings, bottle-necks, gaps and chronic problems confronting development actors at all levels. A systemic and integrated assessment of inter-linkages between systemic and structural challenges and short-comings, was also conducted.

A comprehensive review of overarching needs and gaps was conducted, including, inter alia, an assessment of areas that are insufficiently addressed or unmet. A mapping of required services was also undertaken. The findings were subsequently analyzed in relation to the institutional framework of the United Institutions, and analyzed in relation to what services and functions the new institution will need to provide, within its strategic framework.

The development of the strategic framework took a holistic and systemic global view of institutions, frameworks, sectors, thematic areas; appraised systemic needs, and approached the requisite services with a view to provide a systemic and holistic framework, complementary of existing structures and mechanisms; as well as systemic, integrated, inclusive and results-driven.

A comprehensive analysis and mapping of requirements, challenges and capacity needs related to United Nations global frameworks was undertaken, resulting in a set of strategic requirements that will need to be met in order to realize the frameworks at national, regional and international levels. These requirements have to be met, non-withstanding of this strategic framework and the United Institutions.

The design, objectives, functions and comparative advantage of the new institution, were in part drawn from this process. The process also informed the frameworks for the global forum platform, which will function as the central institutional coordinating mechanism.
How the Document is Organized

Format
The United Institutions global strategic framework has been formatted according to selected
United Nations formatting guidelines for resolutions, frameworks and outcome documents, in
order to adhere to UN and international standards, and to facilitate stakeholder reviews,
assessments, feedback, discussions, negotiations and revisions to the document.

Due to the specific needs of the UIGSF, the document uses a hybrid of elements used in strategic
frameworks, UN reports as well as resolutions, including inter alia, numbered paragraphs, a
preface, preambular section (chapter II –III) and an operative part (chapters IV-VII). For the sake
of consistency, clarity and completeness, paragraphs, goals and objectives use a consistent
structure, language, wording and description.

Chapters II – VII together serve as the founding document of the United Institutions defining its
mission, requirements, goals, functions and institutional framework.

The document is divided into 7 chapters that can be read in sequence or you can go directly to
the chapters that are most relevant to you.

Chapter I: Global Strategic Overview
Chapter I provides an overview of global strategic issues and considerations; new global
frameworks, development goals and agendas; their means of implementation; systemic and
structural challenges, as well as an overview of reform and investment requirements on
institutional, national, regional, international and system levels.

Chapter II: Declaration of the United Institutions
The declaration of the United Institutions defines the mission, mandate, functions and overarching
goals of the United Institutions

Chapter III: Systemic Issues and Considerations
Chapter III covers underlying systemic issues serving as the basic requirements and
considerations in the establishment of the United Institutions. This section forms part of the pre-
ambular section of the document, and each paragraph begins with a participle or participial
phrase, as per UN resolutions. Each paragraph serves as a business or functional requirement or
consideration. They are interrelated with the others and can be assessed both on their own and in
the context of the whole. For clarity, distinctions have been made between challenges or
requirements - and the need to address them, and are therefore addressed separately.

Chapter IV: Strategic Goals
Chapter IV provides a complete list of the strategic goals of the United Institutions including its
thematic areas and constituents.

Chapter V: Strategic Objectives and Functions
Chapter V lists the strategic objectives and functions of the United Institutions. They are arranged
in four strategic areas – development, cooperation, governance and international architecture.

Chapter VI: Strategic Outputs and Added Value
This chapter provides a high level view of the strategic outputs and added value of the United
Institutions, beyond its functions and services.

Chapter VII: Institutional Framework
Chapter VII covers the institutional framework of the United Institutions and its components
including inter alia, its membership, global forums, programs, secretariat and support services.
UNITED INSTITUTIONS
Global Strategic Framework

Preface
Preface

This is a global strategic framework for international cooperation, partnership and collective action towards a sustainable, equitable, prosperous and peaceful world for people and planet. It is a global framework inclusive of all institutions, stakeholders and mechanisms. It is a framework for strengthening, advancing and transforming global capacity, cooperation, coordination, integration, connectivity and collective action in realizing sustainable development, international peace and security, humanitarian assistance and human rights.

This framework recognizes the pressing global challenges our world faces today and the effects and threats that they impose on the well being of the worlds people and the planet, on both present and future generations. It affirms the urgency to address and solve the challenges and the need to set the course for a sustainable and peaceful world for all, leaving no one behind.

This framework recognizes the vision, scope, ambition and goals of global frameworks, treaties and international instruments agreed upon by the nations of the world, to collectively address global challenges and achieve sustainable development, humanitarian assistance, human rights and sustainable peace.

This framework recognizes existing global governance structures; the existing international architecture; existing institutional mechanisms, institutions and stakeholders within and across frameworks, thematic areas, sectors and levels, and recognizes and respects their mandates, comparative advantages and contributions, without prejudice to decisions made therein.

This instrument recognizes the principle of national sovereignty and the need for national ownership in the implementation of global frameworks, the need to respect national policy space, the need for complementarity, and recognizes the principle of common but differentiated responsibilities. This instrument recognizes the global mandate, responsibility, role and centrality of the United Nations proper and the United Nations system.

This instrument recognizes the system-wide requirements, means of implementation, global partnership; tools and conditions - required to enable global transformation at institutional, national, regional and international levels, and recognizes the need to strengthen, advance and integrate, inter alia, the sustainable development, peace and security, humanitarian assistance and human rights sectors; and the international architecture and global ecosystem, as a whole - to be adequately equipped, structured and positioned to meet the scope and ambition of global frameworks, address global challenges and achieve global development goals.

This instrument recognizes the need for a systemic, holistic, integrated, connected and inclusive international architecture and ecosystem that includes, involves, recognizes, employs, leverages, harmonizes and integrates the needs, rights and contributions, and comparative advantages of all stakeholders, frameworks, thematic areas and levels, towards common global good.

This instrument recognizes, along with the need to strengthen and reform institutions, stakeholders and mechanisms at national, regional and global levels, the need to enhance the integration of the international architecture and global ecosystem, and the need to enhance governance and the enabling environment at the global level. This instrument declares to support these needs through the establishment of a complementary institutional coordination mechanism, joint resource and institutional home at the global level, that is i) universal, neutral and inclusive in composition; ii) complements the mandates and responsibilities of existing mechanisms; and ii) serves to support, connect and enable stakeholders across frameworks, thematic areas, sectors and levels to work together in a systemic and sustained manner - in the integration of the international architecture and ecosystem, and in the mobilization, transformation, advancement and realization of global capacity, means of implementation, cooperation, partnership, alignment, solidarity and collective efforts, towards addressing global challenges and achieving global development goals.
UNITED INSTITUTIONS
Global Strategic Framework

Chapter I: Global Strategic Overview
Global Strategic Overview

Introduction

1) We the peoples of the world’s nations, represented by Heads of State and High Representatives, have reached a historic turning point for our world having chartered and collectively agreed upon our world’s path towards addressing global challenges and achieving a sustainable, equitable, prosperous and peaceful world for people and planet, and present and future generations, leaving no one behind.

2) This accord for humanity as a whole sets the stage for a new era of international cooperation and global development that will profoundly alter the way we the international community address global challenges and development goals, and calls upon all peoples and nations to work together in global partnership and solidarity, towards collective global good, at national, regional and international levels.

3) The world’s nations have adopted a set of universal, interlinked and transformative global frameworks and international instruments that together form a comprehensive global agenda for sustainability, solidarity, equality, prosperity, partnership, peace and systemic change.

4) The new global frameworks address the full range of issues on the global development agenda across the fields of international peace and security, humanitarian assistance, sustainable development and human rights.

5) During the 2015-2016 biennium, United Nations member states adopted the bold and transformative 2030 Agenda for Sustainable Development and 17 Sustainable Development Goals with the aim of, inter alia, ending poverty, hunger and gender inequality; improving education, global health, livelihoods and living conditions; protecting the environment, wildlife and the world’s biodiversity; tackling climate change; promoting peaceful and inclusive societies; and building effective, inclusive and accountable institutions. A historic climate change agreement was reached in Paris setting the world on a path to reduce greenhouse gases and curb global warming. The international community adopted the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; agreed upon the Sendai Framework for Disaster Risk Reduction; and joined together at the first World Humanitarian Summit in Istanbul, to improve global humanitarian action, resilience and preparedness. The United Nations Security Council and the UN General Assembly adopted substantively identical resolutions outlining a new ambitious agenda and approach to peacebuilding and sustaining peace. Measures and instruments have also been adopted on, inter alia, urbanization, small island states, refugees, global health, education, development cooperation, biodiversity, forests, sustainable transport, and protecting endangered species.

6) Together these agendas and frameworks form a supremely ambitious and transformative global agenda and a new contract between the world’s governments and the world’s people. The adoption of the new global frameworks are historic and extraordinary achievements. Nation states, the United Nations system and stakeholders across the world have lead with bold and transformative vision, leadership and commitment, towards building a better world for present and future generations.

7) The vision of the 2030 Agenda for Sustainable Development encompasses the collective spirit and ambition of the frameworks:

“In these Goals and targets, we are setting out a supremely ambitious and transformational vision. We envisage a world free of poverty, hunger, disease and want, where all life can thrive. We envisage a world free of fear and violence. A world with
universal literacy. A world with equitable and universal access to quality education at all levels, to health care and social protection, where physical, mental and social well-being are assured. A world where we reaffirm our commitments regarding the human right to safe drinking water and sanitation and where there is improved hygiene; and where food is sufficient, safe, affordable and nutritious. A world where human habitats are safe, resilient and sustainable and where there is universal access to affordable, reliable and sustainable energy.

We envisage a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination; of respect for race, ethnicity and cultural diversity; and of equal opportunity permitting the full realization of human potential and contributing to shared prosperity. A world which invests in its children and in which every child grows up free from violence and exploitation. A world in which every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed. A just, equitable, tolerant, open and socially inclusive world in which the needs of the most vulnerable are met."

We envisage a world in which every country enjoys sustained, inclusive and sustainable economic growth and decent work for all. A world in which consumption and production patterns and use of all natural resources – from air to land, from rivers, lakes and aquifers to oceans and seas - are sustainable. One in which democracy, good governance and the rule of law as well as an enabling environment at national and international levels, are essential for sustainable development, including sustained and inclusive economic growth, social development, environmental protection and the eradication of poverty and hunger. One in which development and the application of technology are climate-sensitive, respect biodiversity and are resilient. One in which humanity lives in harmony with nature and in which wildlife and other living species are protected.

8) The new global frameworks are guided by the purposes and principles of the Charter of the United Nations, including full respect for international law; grounded by the Universal Declaration of Human Rights and other international human rights treaties; and informed by other instruments such as the Declaration on the Right to Development.2

9) The outcomes of major United Nations conferences and summits have laid a solid foundation for sustainable development,3 peace and security, humanitarian assistance, human rights, disaster risk reduction and climate action. These include, inter alia, the Rio Declaration on Environment and Development; the World Summit on Sustainable Development; the World Summit for Social Development; the Programme of Action of the International Conference on Population and Development, the Beijing Platform for Action; and the United Nations Conference on Sustainable Development ("Rio+ 20"); as well as the outcomes of the Fourth United Nations Conference on the Least Developed Countries; the Third International Conference on Small Island Developing States; the Second United Nations Conference on Landlocked Developing Countries; and the Third UN World Conference on Disaster Risk Reduction4; and the World Humanitarian Summit.

10) As stated in the 2030 Agenda “the challenges and commitments contained in these major conferences and summits are interrelated and call for integrated solutions. To address them effectively, a new approach is needed.” It further states that “sustainable development recognizes that eradicating poverty in all its forms and dimensions, combating inequality within and among countries, preserving the planet, creating sustained, inclusive and sustainable economic growth and fostering social inclusion are linked to each other and are interdependent.”5
Global Achievements

11) Significant progress has been made in meeting development challenges\(^5\) during the last few decades, thanks to the collective leadership, dedication, persistence, commitment and efforts of inter alia, national governments, communities, local authorities, municipalities, regional governments, parliaments, national institutions, regional organizations, intergovernmental organizations, the United Nations system, bilateral agencies, civil society, non-governmental organizations, philanthropists, foundations, academic institutions, the scientific community, rights holders, engaged private sector actors, civil servants, practitioners, dedicated volunteers, and countless citizens, in communities world-wide.

12) Progress within the fields of sustainable development include, inter alia,

1) Extreme poverty has declined significantly over the last two decades. In 1990, nearly half of the population in the developing world lived on less than $1.25 a day; that proportion dropped to 14 per cent in 2015.
2) The proportion of undernourished people in the developing regions has fallen by almost half since 1990.
3) The primary school net enrollment rate in the developing regions has reached 91 per cent in 2015, up from 83 per cent in 2000.
4) The literacy rate among youth aged 15 to 24 has increased globally from 83 per cent to 91 per cent between 1990 and 2015.
5) The global under-five mortality rate has declined by more than half.
6) The maternal mortality ratio has declined by 45 per cent worldwide.
7) New HIV infections fell by approximately 40 per cent between 2000 and 2013.
8) Over 6.2 million malaria deaths have been averted between 2000 and 2015, primarily of children under five years of age in sub-Saharan Africa.
9) More than 900 million insecticide-treated mosquito nets were delivered to malaria-endemic countries in sub-Saharan Africa between 2004 and 2014.
10) Between 2000 and 2013, tuberculosis prevention, diagnosis and treatment interventions saved an estimated 37 million lives.
11) Ozone-depleting substances have been virtually eliminated since 1990.
12) Terrestrial and marine protected areas in many regions have increased substantially since 1990. In Latin America and the Caribbean, coverage of terrestrial protected areas rose from 8.8 per cent to 23.4 per cent between 1990 and 2014.
13) In 2015, 91 per cent of the global population is using an improved drinking water source, compared to 76 per cent in 1990.\(^7\)

13) However, while significant achievements have been made, progress has been uneven leaving millions behind. As stated in the 2030 agenda “some of the MDG goals remain off-track, in particular those related to maternal, newborn and child health and to reproductive health”.\(^8\)

14) Significant progress has been made to enhance the dignity, freedom and rights of all human beings, during the last 25 years. Key achievements include, inter alia,

1) “Economic, social, cultural, civil, and political rights and the right to development are recognized as universal, indivisible, and mutually reinforcing rights of all human beings, without distinction. Non-discrimination and equality have been increasingly reaffirmed as fundamental principles of international human rights law and essential elements of human dignity.
2) Human rights have become central to the global conversation regarding peace, security and development.
3) New human rights standards have built on the 1948 Universal Declaration of Human Rights and the implementation of international human rights treaties is significantly improved.
4) Additional explicit protections in international law now exist covering, among others,
children, women, victims of torture, persons with disabilities, and regional institutions. Where there are allegations of breaches, individuals can bring complaints to the international human rights treaty bodies.

5) Women's rights are now acknowledged as fundamental human rights. Discrimination and acts of violence against women are at the forefront of the human rights discourse.

6) There is global consensus that serious violations of human rights must not go unpunished. Victims have the right to claim justice, including within processes to restore the rule of law following conflicts. The International Criminal Court brings perpetrators of war crimes and crimes against humanity to justice.

7) There has been a paradigm shift in the recognition of the human rights of people with disabilities, especially and crucially, their right to effective participation in all spheres of life on an equal basis with others.

8) There is now an international framework that recognizes the challenges facing migrants and their families which guarantees their rights and those of undocumented migrants.

9) The rights of lesbians, gays, bisexuals and transgender individuals have been placed on the international agenda.

10) The challenges facing indigenous peoples and minorities are increasingly being identified and addressed by the international human rights mechanisms, especially with respect to their right to non-discrimination.

11) The Human Rights Council, set up in 2006, has addressed vital and sensitive issues and its Universal Periodic Review, established in the same year, has allowed countries to assess each other's human rights records, make recommendations and provide assistance for improvement.

12) Independent human rights experts and bodies monitor and investigate from a thematic or country-specific perspective. They cover all rights in all regions, producing hard-hitting public reports that increase accountability and help fight impunity.

13) States and the United Nations recognize the pivotal role of civil society in the advancement of human rights. Civil society has been at the forefront of human rights promotion and protection, pinpointing problems and proposing innovative solutions, pushing for new standards, contributing to public policies, giving voice to the powerless, building worldwide awareness about rights and freedoms and helping to build sustainable change on the ground.

14) There is heightened awareness and growing demand by people worldwide for greater transparency and accountability from government and for the right to participate fully in public life.

15) National human rights institutions have become more independent and authoritative and have a powerful influence on governance. Over a third of all countries have established one or more such institutions.

16) The United Nations Fund for Victims of Torture has assisted hundreds of thousands of victims of torture to rebuild their lives. Likewise, the United Nations Voluntary Trust Fund on Contemporary Forms of Slavery, with its unique victim-oriented approach, has provided humanitarian, legal, and financial aid to individuals whose human rights have been violated through more than 500 projects.

17) Victims of trafficking are now regarded as entitled to the full range of human rights and are no longer perceived to be criminals.

18) A growing consensus is emerging that business enterprises have human rights responsibilities."
16) According to the global consultation process for the World Humanitarian Summit, key achievements over the last few decades, include, inter alia,

1) The landmark 1991 UN General Assembly Resolution 46/182 on strengthening the coordination of humanitarian emergency assistance of the United Nations, which “provided a much-needed framework for the international humanitarian system over the past quarter century. Successive reforms, legislation and initiatives have helped to reach more and more people affected by disasters and conflicts, including the major humanitarian reforms in 2005 and Inter-Agency Standing Committee Transformative Agenda in 2010. The reforms were designed to consolidate coordination and coherence of response, such as through pooling finance under a more centralized coordination model both globally and in specific countries, as well as strengthening sectoral coordination through the introduction of the cluster system.”

2) The report further concluded that the “global power dynamics are changing”. “Many governments have increased investments in managing hazards, reducing risks, and expanding social protection schemes. Middle income countries, such as Turkey and Indonesia, are emerging as important humanitarian actors and becoming donors themselves, bringing new experience and perspectives to humanitarian action. South-South cooperation increasingly centers on shared risks and experiences, and regional organizations are playing a growing role in responding to crises and setting standards.”

3) The consultation further noted that “increasing numbers of national and international non-governmental organizations, diaspora communities, civil society groups, volunteer networks, including the Red Cross and Red Crescent movement, and faith-based groups, and the private sector, help people and communities cope and recover from crises. Local and national actors are on the frontlines of crisis response, and crisis-affected people themselves are also more empowered, technologically connected, and demanding to drive responses.”

17) Other measures that have been taken to improve humanitarian assistance, include, inter alia,

1) Initiatives to improve accountability and performance including the Active Learning Network for Accountability and Performance in Humanitarian Action, the Humanitarian Accountability Partnership, the Sphere Project, and People in Aid.

2) The United Nations World Humanitarian Summit in 2016, which was held with the aim to improve humanitarian assistance, share knowledge and establish common best practices among the wide spectrum of organizations involved in humanitarian action.

3) The World Humanitarian Summit “mobilized more than 3,000 commitments and initiatives to reduce and prevent suffering and deliver better for affected people, in line with 24 key transformations of the Agenda for Humanity” including, inter alia, the Platform for Action, Commitment and Transformations, New Ways of Working, the Global Alliance for Humanitarian Innovation, the Global Partnership for Preparedness, the Rohan Network, the Connecting Business Initiative, the Grand Bargain, Inclusion Charter, and the Charter for Change.

18) However, the humanitarian system is facing many critical challenges and is also under significant strain. According to the UN synthesis of the consultation process for the World Humanitarian Summit, the generous funding provided by donors cannot keep pace with growing needs, many of the crises lack political solutions, and protracted conflict, insecurity and displacement are the new normal. The report further states that “in addition, global trends such as climate change, urbanization, economic inequality, food insecurity and resource scarcity are increasing people’s vulnerability.”

19) The report also found that “in contexts of armed conflict, the capacity of humanitarian organizations to deliver humanitarian assistance and protection is increasingly challenged. Many
are operating further and further away from the people they aim to help, due to obstacles to access, security concerns and a lower appetite for risk, working instead through local partners." 

**Global Challenges**

20) Despite the progress and achievements of the last few decades, the world continues to face immense challenges and new and emerging threats. Together these challenges threaten the well being of the world’s people, wildlife, biodiversity and ecosystems. Furthermore, these challenges are stretching the global capacity to address them.

21) The world is facing multiple humanitarian crises with 125 million people in need of assistance including 65 million displaced people and 22 million refugees, the highest number since World War II. Famine is threatening 20 million people in Africa in an unprecedented number of simultaneous crises across four different countries.

22) There are a total of more than 50 ongoing armed conflicts around the world, that resulted in more than 100,000 battle deaths in 2015 alone. There have also been reports of possible ethnic cleansing and genocide in a few countries. The world is experiencing rising levels of extremism, violence, terrorism, intolerance, racism, xenophobia, bigotry and discrimination. Human trafficking is a global problem, and 21 million people are held in modern day slavery.

23) Despite improvements, there is continued widespread poverty with one billion people living in extreme poverty; half the world’s population living on less than 2.5 dollars a day; almost one billion suffering from chronic hunger; 650 million people with no access to clean water, 1.8 billion using contaminated water and more than 1 billion people living in slums. 16,000 children die each day of preventable causes resulting in 6 million deaths a year – with UNICEF reporting that 69 million children will die from preventable causes by 2030 if current trends persist.

24) There is wide-spread violence against women and gender discrimination, with 1 in 3 women world wide experiencing violence in their lifetimes. Gender inequality is entrenched world-wide preventing women from receiving equal rights, equal pay and equal representation. There is also widespread and increasing inequality around the world, within and between nations - leaving the most vulnerable behind. According to Oxfam, the richest eight people in the world have as much wealth as the poorest half of the world’s people.

25) The world is facing major environmental, biodiversity and climate related crises including, inter alia, climate change, pollution, soil erosion, deforestation, desertification, ocean depletion and extreme biodiversity loss. WWF reports that earth has lost half of its wildlife in the last 40 years and is on track to lose a total of two-thirds by 2020. The world loses 45 million acres of forest each year, an area the size of England and Wales together, half the world’s rainforests have been razed in the last century, and according to NASA’s Earth Observatory the world’s rain forests will vanish within 100 years if current deforestation rates continue.

26) Climate change, is a common concern to humanity affecting all countries, and will result in, inter alia, continued global warming, more droughts and heat waves, melting polar caps, stronger and more intense hurricanes, sea level rise of 1-4 feet by 2100, increased air pollution, adverse effects on human health, wildlife and habitats, and threatens earths biodiversity and ecosystems.

27) These are the stark realities of today. All these global challenges are furthermore interconnected. Each challenge is linked with the others, further exasperating the challenge to address them.

28) Together the global challenges threaten the wellbeing of the world’s people and the planet. Failure to address them will affect all nations and peoples, and will have adverse effects on global
ecological, financial, political and socio-economic stability and sustainability; international peace and security; earth’s ecosystems, biodiversity, wildlife, humanity and life on the planet as a whole.

29) The scope and scale of these global challenges are immense and daunting. There is broad consensus that no country, organization, sector or stakeholder can address or solve these complex, interconnected and global issues alone. Addressing and tackling the challenges will require involvement, participation, contributions, commitment and collective action from all stakeholders of society, and an unprecedented level of international cooperation and coordination system-wide.

**Governance**

30) Global governance and the international architecture for achieving and maintaining international peace and security, humanitarian assistance, sustainable development, human rights and rule of law, consists of a global ecosystem of institutions, organizations, mechanisms and stakeholders at international, regional, national and sub-national levels.

31) National governments, the United Nations system and intergovernmental organizations have primary responsibility for global governance and for providing inclusive, effective and accountable institutions, mechanisms, processes and an enabling environment for international cooperation, decision making and coordination at the national, regional and international levels.

32) National governments have primary responsibility for national development, sustainable development, peace and security, humanitarian assistance, upholding human rights, rule of law, and implementing international agreements, standards, norms and frameworks, within their jurisdiction, in accordance with their own national circumstances, priorities and capacities.

33) National governments including, inter alia, government ministries, departments, agencies and institutions; together with national parliaments, regional and municipal governments, and local authorities, are responsible for the provision of public services and functions at national, sub-national and local levels, including, inter alia, accountable, transparent and inclusive institutions, rule of law, an enabling economic environment, economic development, domestic resource mobilization, infrastructure development, education, health care, emergency management, disaster risk reduction, transportation, access to energy, water and sanitation, environmental protection, and providing a social safety net.

34) Civil society and the private sector are major stakeholders, contributors and service providers at the national, sub-national and local levels, and include, inter alia, non-governmental organizations, major groups, think tanks, philanthropic foundations, the media, the scientific community, academic institutions, corporations, rights holders, and small and medium sized businesses.

35) Stakeholders from the public, private and civil sectors also work together in multi-stakeholder partnerships, bringing together and harnessing the knowledge, resources and commitments from all stakeholders, in addressing specific issues. Partnerships are seen as a primary vehicle for the realization of the new global frameworks at all levels.

36) International actors are also significant contributors to the achievement of sustainable development, peace and security, humanitarian assistance and human rights at the national level, including, inter alia, international organizations, international development banks, regional organizations, bilateral donor agencies, philanthropic foundations, international non-governmental organizations, civil-society organizations, coalitions, scientific institutions, corporations, multi-stakeholder partnerships and social enterprises.
37) At the regional and international levels countries work together through intergovernmental organizations, regional organizations and international organizations that together form the global-multi-lateral system, including inter alia, the United Nations, UNHCR, UNDP, UNICEF, UNFCC, UNEP; UNESCO, FAO, World Bank, IMF, World Trade Organization, WFP, WHO; OECD, EU, AU and ASEAN.


39) A majority of institutions and organizations engaged on national, regional and international levels are specialized and work within one, or a few, specific thematic areas such as humanitarian assistance, poverty eradication, global health, water and sanitation, children’s rights, gender equality, sustainable energy, environmental protection, wildlife, peacebuilding, disarmament or human rights.

**Systemic Challenges**

40) There is broad consensus that global governance; the sustainable development, peacebuilding, humanitarian assistance and human rights sectors and architectures; and the global ecosystem as a whole, have significant systemic and structural challenges and shortcomings.

41) These challenges and shortcomings are entrenched system-wide and significantly impede efforts and progress in realizing peace and security, humanitarian assistance, sustainable development, human rights and rule of law; and in addressing global challenges across all thematic areas, including, inter alia, poverty, hunger, water, equality, education, health, corruption, arms trade, illicit financial flows, armed conflicts, intolerance, environmental degradation, biodiversity loss and climate change.

42) The challenges have systemic consequences and impede, inter alia, problem solving, decision-making, policy coherence, program implementation and achieving systemic change, at all levels.

43) The challenges counter act, prevent and impede institutional, policy and program related reforms and investments that need to be implemented by stakeholders system-wide, in order to be fit-for-purpose to address existing and emerging global challenges, meet the requirements of the new global frameworks, and to realize global development goals and targets. Addressing these challenges is thus pivotal in addressing global challenges and realizing sustainable development, peace and security, humanitarian assistance and human rights.

44) The systemic and structural challenges and shortcomings include, inter alia, entrenched silos, institutional divides; a silo mentality; fragmentation; competition; stretched budgets; vertical financing structures; single issue approaches; ad-hoc arrangements, processes, mechanisms, structures and initiatives; lack of long term strategic planning; lack of capacity building support; insufficient coordination, alignment and synchronization; insufficient connectivity, inclusion, participation and access; limited integration between frameworks, thematic areas, institutions, sectors and levels; lack of political will, leadership and commitment; competing priorities; donor
fatigue; donor fragmentation; insufficient allocation of international funds to national level actors; insufficient investment; resources and support mechanisms; and lack of cross-sectoral platforms and institutional mechanisms.

45) Critical shortcomings further include, inter alia, an insufficiently inclusive and representative international architecture; lack of capacity to coordinate, leverage, integrate and connect efforts by existing mechanisms, especially across the development, peace, humanitarian and human rights nexus; and a lack of capacity to harness, leverage and coordinate collective efforts. Additional gaps and challenges include limited existing awareness, knowledge and expertise on the inter-linkages between global challenges; the complexity of the new frameworks; system-wide capacity building needs; and a lack of institutional and sector-wide capacity and competency in cross-sectoral cooperation, coordination and collaboration.

46) These systemic and structural challenges and shortcomings are furthermore interlinked and interconnected with each other. The inter-linkages between the challenges also means that they cannot be solved in isolation from each other, and instead have to be addressed together in a systemic and integrated manner, and require holistic and integrated approaches and solutions.

47) Addressing the systemic and structural challenges is also further impeded by, inter alia, the need for stakeholders to focus most of their attention on addressing the global challenges and crises themselves; the scale of the global challenges; the large number of global challenges; and the overstretched institutional, national, regional and global capacity to deal with them.

48) The challenges in addressing the systemic and structural challenges are also effected by the, the limited coherent attention given to these issues and insufficient funding allocated to address them. In this context it is also important to recognize the insufficient funding allocated to address the global challenges themselves; the limits of official development assistance (ODA); the challenge of ear-marked funds; the lack of pooled financing; insufficient funding for UN agencies and programs; the limited amount of funds allocated to national and local level actors; the global funding shortfall for humanitarian assistance; and the projected annual multi-trillion costs to realize sustainable development.

49) In addition, the challenges are compounded by global political uncertainties, slow global growth, continued global economic instability, rising populism, nationalism and protectionism, disenfranchised populations, lack of trust in national and global institutions, mistrust between nations, as well as new and emerging threats to global relations and international peace and security including, inter alia, migration, global terrorism, a rise in armed conflicts around the world, increased global military spending and nuclear arms build-up.

The New Global Frameworks

50) The new global frameworks, agendas and development goals aim to address global challenges, transform our world and set us on a path to a sustainable, equitable, prosperous and peaceful world.

51) They build on the progress and lessons learned over the last few decades and seek to complete what has not been achieved, particularly in reaching the most vulnerable and those left behind.

52) The collective scope and ambition of the new frameworks go far beyond preceding instruments including the Millennium Development Goals and Agenda 21.

53) The 2030 Agenda’s 17 sustainable development goals and 169 targets cover a broad set of issues including poverty, hunger, agriculture, health, education, gender equality, water, sanitation,
renewable energy, decent work, economic growth, industry, innovation, infrastructure, inequalities within and among states, sustainable cities and communities, responsible consumption and production, clean air, environmental protection, climate action, biodiversity, oceans, life below water, life on land, forests, habitats, peace, justice and strong institutions, human rights, and partnerships towards achieving the goals. The 2030 Agenda states that “never before have world leaders pledged common action and endeavor across such a broad and universal policy agenda.” The 2030 Agenda also defines means of implementation, and the integrated nature, interconnections and many cross-cutting elements across the Goals and targets.  

54) The Paris Agreement “brings all nations into a common cause to undertake ambitious efforts to combat climate change and adapt to its effects, with enhanced support to assist developing countries to do so. As such, it charts a new course in the global climate effort.”

55) With the Sustainable Peace resolutions, adopted by both the UN security council and the UN general assembly, member states have committed to a new approach to peace building and sustaining peace. According to the United Nations, sustaining peace seeks to "prevent the outbreak, escalation, continuation and recurrence of conflict and to address its root causes. This demands the integration of the peace and security, human rights and development pillars of the UN, as well as ensuring inclusive national ownership of peacebuilding processes. Sustaining peace is both an enabler and an outcome of sustainable development, and this interlinked nature of peace and development is reflected in the 2030 Agenda for Sustainable Development.”

56) With the Agenda for Humanity, the UN states that “addressing people’s humanitarian needs requires more than increasing levels of assistance. It necessitates a far more decisive and deliberate effort to reduce needs, anchored in political will and leadership to prevent and end conflict, as well as a determined effort across humanitarian, development, human rights and peace and security to save lives, meet humanitarian needs and reduce risk and vulnerability.”

57) The Sendai Agreement on Risk Reduction aims to achieve “substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries”; by pursuing the goal to “prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience.”


59) These frameworks and agreements are further grounded, linked and/or informed by a body of international treaties, international instruments, agreements, resolutions and conventions, across the fields of development, peace and security, human rights, rule of law and humanitarian assistance.

**Interlinkages Between Frameworks**

60) The new global frameworks, affirm the inter-linkages between sustainable development, peace and security, humanitarian aid, human rights, disaster risk reduction and rule of law.

61) The new global frameworks are closely linked with each other and affirm the need for integration between them. The frameworks specifically reference the inter-linkages between them, including, inter alia,
1) The 2030 Agenda for Sustainable Development affirms “there can be no sustainable development without peace and no peace without sustainable development.”

2) The 2030 Agenda for Sustainable Development affirms that “sustainable development cannot be realized without peace and security; and peace and security will be at risk without sustainable development. The new Agenda recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights including the right to development, on effective rule of law and good governance at all levels and on transparent, effective and accountable institutions.

3) The 2030 Agenda for Sustainable Development affirms Addis Ababa Action Agenda is an integral part of the 2030 Agenda for sustainable development.

4) Addis Ababa Action Agenda is intended to “establish a holistic and forward-looking framework and to commit to concrete actions to deliver on the promise of the 2030 Agenda for Sustainable Development.

5) Addis Ababa Action Agenda is intended “to further strengthen the framework to finance sustainable development and the means of implementation for the universal post-2015 development agenda” i.e. the 2030 Agenda for Sustainable Development.

6) The Sendai Agreement recalls “that the outcome document of the United Nations Conference on Sustainable Development, held in 2012, entitled “The future we want”, called for disaster risk reduction and the building of resilience to disasters to be addressed with a renewed sense of urgency in the context of sustainable development and poverty eradication and, as appropriate, to be integrated at all levels. The Conference also reaffirmed all the principles of the Rio Declaration on Environment and Development”.

7) The Sendai Agreement notes that “the intergovernmental negotiations on the post 2015 development agenda, financing for development, climate change and disaster risk reduction provide the international community with a unique opportunity to enhance coherence across policies, institutions, goals, indicators and measurement systems for implementation, while respecting the respective mandates. Ensuring credible links, as appropriate, between these processes will contribute to building resilience and achieving the global goal of eradicating poverty.”

8) In the Paris Agreement on Climate Change, the parties to the agreement, emphasize “the intrinsic relationship that climate change actions, responses and impacts have with equitable access to sustainable development and eradication of poverty.

9) In the Paris Agreement on Climate Change, the parties to the agreement, recognize “the fundamental priority of safeguarding food security and ending hunger, and the particular vulnerabilities of food production systems to the adverse impacts of climate change.

10) In the Paris Agreement on Climate Change, the parties to the agreement, acknowledge “that climate change is a common concern of humankind, Parties should, when taking action to address climate change, respect, promote and consider their respective obligations on human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity.

11) In the Paris Agreement on Climate Change, the parties to the agreement, note “the importance of ensuring the integrity of all ecosystems, including oceans, and the protection of biodiversity, recognized by some cultures as Mother Earth, and noting the importance for some of the concept of "climate justice", when taking action to address climate change.

12) In UN Security Resolution 2282 and Review of the United Nations Peacebuilding Architecture, the United Nations General Assembly, recognizes “that development, peace and security, and human rights are interlinked and mutually reinforcing”.

13) In UN Security Resolution 2282 and Review of the United Nations Peacebuilding Architecture, the United Nations General Assembly, recalls “General Assembly resolution 70/1, entitled “Transforming our world: the 2030 Agenda for Sustainable
Development”, which adopted a comprehensive, far-reaching and people-centred set of universal and transformative Sustainable Development Goals and targets,

14) In the dual United Nations General Assembly Resolution 70/262 and United Nations Security Resolution 2282 on Review of the United Nations Peacebuilding Architecture, the UN General Assembly and Security Council, emphasize “the importance of a comprehensive approach to sustaining peace, particularly through the prevention of conflict and addressing its root causes, strengthening the rule of law at the international and national levels, and promoting sustained and sustainable economic growth, poverty eradication, social development, sustainable development, national reconciliation and unity, including through inclusive dialogue and mediation, access to justice and transitional justice, accountability, good governance, democracy, accountable institutions, gender equality and respect for, and protection of, human rights and fundamental freedoms”.

15) In the dual United Nations General Assembly Resolution 70/262 and United Nations Security Resolution 2282 on Review of the United Nations Peacebuilding Architecture, the UN General Assembly and Security Council, recognize that peacebuilding is an inherently political process aimed at preventing the outbreak, escalation, recurrence or continuation of conflict, and further recognizing that peacebuilding encompasses a wide range of political, development, and human rights programmes and mechanisms.

16) In the dual United Nations General Assembly Resolution 70/262 and United Nations Security Resolution 2282 on Review of the United Nations Peacebuilding Architecture, the UN General Assembly and Security Council, also recognize, that an integrated and coherent approach among relevant political, security and development actors, within and outside of the United Nations system, consistent with their respective mandates, and the Charter, is critical to sustaining peace, and essential for improving respect for human rights, advancing gender equality, empowering women and youth, strengthening the rule of law, eradicating poverty, building institutions, and advancing economic development in conflict-affected countries.

17) The Agenda for Humanity calls for building “on the commitments made in the 2030 Agenda for Sustainable Development by seizing the opportunity [of this Summit] to prevent and end suffering more decisively and with more capacity, resolve and resources. We need to commit to working together collectively and coherently across political, cultural, religious and institutional divides”.

18) The Agenda for Humanity core responsibilities call for, inter alia, “Aim for collective outcomes to have a positive impact on overall national indicators of advancement towards the 2030 Agenda and for multi-year plans to be installments towards the achievement of national development strategies, in line with the 2030 Agenda.”

19) The Agenda for Humanity core responsibilities call for fulfilling “commitments made in the Sendai Framework for Disaster Risk Reduction 2015-2030, the Paris Agreement under the United Nations Framework Convention on Climate Change and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development to increase support to countries that are vulnerable to disaster risks in order to adapt to the negative consequences of climate change and prevent humanitarian crises.”

20) The Agenda for Humanity states that “the universality of the 2030 Agenda and the commitment to leave no one behind call for a new era in how the international community works together in support of local and national efforts to meet needs, reduce vulnerability and change people’s lives.”

21) The Agenda for Humanity calls for that “we must now bring the different aid communities together and use the opportunity of the 2030 Agenda, the Sendai Framework, the Paris Agreement under the United Nations Framework Convention on Climate Change and the World Humanitarian Summit to leave institutional divides behind.”
Systemic Change

62) The realization of the new global frameworks will require a new holistic and integrated approach, within and across sustainable development, peace building, humanitarian assistance and human rights. This builds on the understanding that systemic change cannot be achieved by the single sector approaches, a lesson learned from, inter alia, the implementation of the Millennium Development Goals, and from persistent challenges within the development-peace-humanitarian nexus.

63) The implementation of the frameworks call for systemic and integrated approaches that account for linkages, synergies and tradeoffs between frameworks, goals, policies, programs and processes. This will ensure coherent and integrated policies and measures that limit negative impacts and while maximizing mutually supportive benefits between goals and targets.

64) According to the UN "lack of integration across sectors in terms of strategies, policies and implementation has long been perceived as one of the main pitfalls of previous approaches to sustainable development. Insufficient understanding and accounting for positive synergies and negative trade-offs across sectors have resulted in incoherent policies, adverse impacts of development policies focused on specific sectors on other sectors, and ultimately in diverging outcomes and trends across broad objectives for sustainable development."35

65) Implementing coherent and integrated approaches will require stakeholders, system-wide, to adopt systemic thinking and a new mindset, and to reform and transform, inter alia, governance arrangements, policy development, decision-making processes, strategic planning, implementation, programs, monitoring and review, institutional arrangements, ways of working, stakeholder engagement, cooperation, collaboration, and coordination, knowledge exchange, financing, and vertical and horizontal integration - within and across thematic areas, frameworks, sectors and levels. It will require breaking down institutional divides, and require stakeholders system-wide, to work together across thematic areas in a systemic, coherent, integrated and sustained manner.

66) Integration is a key feature of the 2030 Agenda for Sustainable Development, which integrates the economical, social and environmental dimensions of sustainable development. The agendas 17 Sustainable Development Goals and 169 targets are integrated with links among the goals through targets that refer to multiple goals.36

67) The UN 2016 Quarterly Comprehensive Policy Review recognizes that a comprehensive whole-of-system response, including greater cooperation and complementarity among development, disaster risk reduction, humanitarian action and sustaining peace, is fundamental to most efficiently and effectively addressing needs and attaining the Sustainable Development Goals.37

67) “The integration principle will prove to be the toughest challenge in the coming years“38 in realizing the sustainable development goals - believes Amina Mohammed, now serving as United Nations Deputy Secretary-General. According to economist Jeffrey Sachs, Director of the Earth Institute at Columbia University “the new goals, cut across all the development lines, such as hunger, poverty, health, education, environmental conservation, infrastructure, job creation, and so on. Governments are going to have to become multi-dimensional, multi-faceted. And that’s going to be difficult. Achieving goals along these lines is going to be much harder than having separate ministries for each line. Governments will have to take on board a holistic framework of the challenges and of the economic, social, and environmental objectives that underpin the sustainable goals.”39
Collective Outcomes

69) Achieving the global frameworks and coherent sustainable development, peace and security, humanitarian assistance and human rights, especially for people affected by disaster or conflict, will also require stakeholders to work towards delivering collective outcomes.

70) The UN Secretary General in his report to the World Humanitarian Summit states, inter alia,

1) "Achieving ambitious outcomes for people, particularly in fragile and crisis-affected environments, requires a different kind of collaboration among Governments, international humanitarian and development actors and other actors: one that is based on complementarity, greater levels of interoperability and achieving sustainable, collective outcomes rather than the coordination of individual projects and activities."

2) "At present, in many countries, humanitarian, development, peace and security and other international institutions work side by side on different projects but within the same communities. Too often, each sector brings different goals, time frames, disjointed data and analysis, and resources to those same communities, creating and implementing activities towards different objectives. The resulting divisions, inefficiencies and even contradictions hinder optimum results for the most vulnerable."

3) "Humanitarian actors need to move beyond repeatedly carrying out short-term interventions year after year towards contributing to the achievement of longer-term development results. Development actors will need to plan and act with greater urgency to tackle people’s vulnerability, inequality and risk as they pursue the Sustainable Development Goals. Development responses also need to become more predictable, both in programmatic and financial terms, from day one of a crisis, to ensure that a country is put back on the pathway to achieving resilience and national development targets as soon as possible."

72) The Agenda for Humanity states that “stakeholders need to commit to the following elements in order to “move beyond traditional silos, and work across mandates, sectors and institutional boundaries, with a greater diversity of partners, towards ending need and reducing risk and vulnerability in support of national and local capacities, and the achievement of the 2030 Agenda”

1) Develop a joint problem statement to identify priorities, the capacities of all available actors to address priorities, and where international actors can support or complement existing capacities.

2) Formulate collective outcomes that are strategic, clear, quantifiable and measurable and prioritized on the areas of greatest risk and vulnerability of people identified in the joint problem statement.

3) Aim for collective outcomes to have a positive impact on overall national indicators of advancement towards the 2030 Agenda and for multi-year plans to be installments towards the achievement of national development strategies, in line with the 2030 Agenda.

4) Develop multi-year plans with a duration of three to five years that set out roles for various actors, adopt targets and drive resource mobilization to achieve collective outcomes.

5) Deliver agreed outcomes based on complementarity and identified comparative advantage among actors, whether local, national or international, public or private.

6) Coordinate around each collective outcome with the diverse range of actors responsible for achieving it.

7) Empower national and international leadership to coordinate and consolidate stakeholders towards achieving the collective outcomes.

8) Adapt structures, processes and financial systems at headquarters of agencies and donors as appropriate to reinforce this approach towards collective outcomes.
Implementation

73) The implementation of the new global frameworks has implications on national, regional and international levels, and will require close vertical and horizontal integration, coordination and harmonization.

74) Good governance, the rule of law and an enabling environment at national, regional and international levels are essential for sustainable development, peace and security, humanitarian assistance and human rights.

National Implementation

75) The new global frameworks affirm that each country has primary responsibility for sustainable development, peaceful societies, accountable and inclusive institutions, the protection and well being of their citizens and upholding and protecting human rights within its own jurisdiction, and that the role of national policies and development strategies cannot be overemphasized.

76) National governments have ownership and the primary responsibility for implementation of the new global frameworks, within their borders, based on their own national circumstances, priorities and capacities.

77) The 2030 Agenda and the Addis Ababa Action Agenda both state that cohesive nationally owned sustainable development strategies, supported by integrated national financing frameworks, will be at the heart of global efforts, that each country has primary responsibility for its own economic and social development, and that the role of national policies and development strategies cannot be overemphasized.

78) Affirmed is also the need to respect each country’s policy space and leadership to implement policies, while remaining consistent with relevant international rules and commitments.

79) Each government will decide how the frameworks should be incorporated in national planning processes, policies and strategies.

80) The United Nations Quadrennial Comprehensive Policy Review also stresses that national Governments have the primary responsibility for both their countries development, and for “coordinating, on the basis of national strategies and priorities, all types of external assistance, including that provided by multilateral organizations, in order to effectively integrate such assistance into their development processes”.

Regional and International Support to National Efforts

81) Achievement of the frameworks and goals at national level will require enhanced coherent and focused regional and international support.

82) The Addis Ababa Action Agenda further calls for “establishment of multi-stakeholder partnerships for implementing effective and targeted capacity building in development countries, including least developed countries, landlocked developing countries, small island developing States, African countries, and countries in conflict and post-conflict situations, to support national plans to implement all the sustainable development goals.”
83) The Addis Ababa Action Agenda recognizes further that “middle-income countries still face significant challenges to achieve sustainable development. In order to ensure that achievements made to date are sustained, efforts to address ongoing challenges should be strengthened through the exchange of experiences, improved coordination, and better and focused support of the United Nations Development System, the international financial institutions, regional organizations and other stakeholders.”

84) In the Addis Ababa Action Agenda and the 2030 Agenda affirm that “national development efforts need to be supported by an enabling international economic environment, including coherent and mutually supporting world trade, monetary and financial systems, and strengthened and enhanced global economic governance. Processes to develop and facilitate the availability of appropriate knowledge and technologies globally, as well as capacity-building, are also critical. We commit to pursuing policy coherence and an enabling environment for sustainable development at all levels and by all actors and to reinvigorating the global partnership for sustainable development.”

85) The Addis Ababa Action Agenda affirms further that “public finance, both domestic and international, will play a vital role in providing essential services and public goods and in catalyzing other sources of finance.” It further “acknowledges the role of the diverse private sector, ranging from micro-enterprises to cooperatives to multinationals, and that of civil society organizations and philanthropic organizations in the implementation of the new Agenda.”

86) It will be critical that regional and international support is coherent, coordinated and aligned with national priorities, and that it is complementary - supporting national efforts when needed. The Addis Ababa Action Agenda emphasizes that “capacity development must be country-driven, address the specific needs and conditions of countries and reflect national sustainable development strategies and priorities.” It further reiterates “the importance of strengthening institutional capacity and human resource development. It is also critical to reinforce national efforts in capacity-building in developing countries in such areas as public finance and administration, social and gender responsive budgeting, mortgage finance, financial regulation and supervision, agriculture productivity, fisheries, debt management, climate services, including planning and management for both adaptation and mitigation purposes, and water and sanitation related activities and programmes.”

87) It is imperative that regional and international support is coherent, integrated and coordinated between all actors on the regional and international levels, that will be providing support, capacity building and technical assistance to national level implementation, within and across the frameworks, including inter alia, the United Nations System, intergovernmental organizations, regional organizations, international non-governmental organizations, global multi-stakeholder partnerships, civil society, major groups, the private sector, and other stakeholders.

88) Ensuring that the international support is adequately coherent to meet the needs of national efforts and the requirements of the global frameworks, will require enhanced and strengthened international cooperation at the regional and international levels, between stakeholders, partnerships, institutions, donors and the UN system, including strengthened development cooperation and south-south cooperation. The cooperation further needs to work across the development, peace and humanitarian frameworks.

89) It is important to recognize that the requirements for, and the complexity of, regional and international cooperation and coordination in support for national implementation, is significantly higher than previously, taking into account inter alia, the inter-linkages between the global frameworks, the integrated nature of the development goals within and across the frameworks, and the large and increasing number of actors involved.

90) It will be further critical that the global system is fit-for-purpose to support and accommodate for this increased complexity.
91) Fulfilling and meeting these heightened complexities and the demands on enhanced international and regional cooperation, in the support of national level implementation, will require significant investment in the connectivity and integration of the global architecture, as well as reforms and investments of the existing institutional framework at regional and international levels, the global multi-lateral system and the global ecosystem as a whole.

Regional and International Implementation

92) The new global frameworks have economic, social, environmental and political dimensions and implications on regional and international levels.

93) Implementation of the frameworks at the regional and international level include, coherent and coordinated regional and international support for national government implementation; as well as trans-boundary, regional and international level issues, including inter alia, global policy, norms and standards; sustainable development, humanitarian assistance, disaster risk reduction, armed conflicts, arms trade, disarmament, nuclear proliferation, international peace and security, peace building, sustaining peace, conflict resolution, conflict mediation, conflict prevention, human rights, equality among nations, international law, climate action, trans-boundary watersheds and oceans, global trade, debt, taxation, systemic change, policy development, policy coherence, means of implementation, revitalization of the global partnership for development, technology transfer, inclusion and participation, monitoring and review processes, knowledge exchange, south-south cooperation, north south cooperation, triangular cooperation, global connectivity; building trust and strategic relationships between sectors, levels and institutions, engagement between global actors, United Nations system coherence and coordination, global governance, harmonization between global, regional and national levels; reform of the global multi-lateral system, strengthening the international architecture, and strengthening international cooperation and coordination.

94) Addressing these issues will require strengthened, systemic, coherent and integrated regional and international cooperation, coordination, integration, connectivity, knowledge exchange, alignment, harmonization, multi-stakeholder engagement and collective action, between stakeholders, institutions and mechanisms, within and across frameworks, thematic areas, sectors and levels.

95) The need for enhanced cooperation on regional and international issues will also require reforms and investments in the connectivity and integration of the global architecture, the existing institutional framework, the global multi-lateral system and the global ecosystem as a whole.

96) These reforms and investments should be integrated with the reforms and investment to enhance regional and international coordination and support for national level development plans.

97) It is critical to recognize that the requirements for, and the complexity of, regional and international cooperation on international dimensions of the new frameworks, is significantly higher than previously, taking into account inter alia, the inter-linkages between the global frameworks, the integrated nature of the development goals within and across the frameworks, and the large and increasing number of actors involved.
**Means of Implementation**

98) Achieving the new global frameworks will be dependent on their Means of Implementation (MOI). All of the new global frameworks include means of implementation, and related goals, objectives and requirements.

99) The scale, complexity and ambition of the new global frameworks require equally ambitious and transformative means of implementation.

**Means of Implementation Within Frameworks**

100) The 2030 Agenda for Sustainable Development, as noted previously, states that cohesive nationally owned sustainable development strategies, supported by integrated national financing frameworks, will be at the heart of global efforts towards sustainable development, supported by an enabling international economic environment, including coherent and mutually supporting world trade, monetary and financial systems, and strengthened and enhanced global economic governance. It further notes that “processes to develop and facilitate the availability of appropriate knowledge and technologies globally, as well as capacity-building, are also critical” and commits to “pursuing policy coherence and an enabling environment for sustainable development at all levels and by all actors, and to reinvigorating the global partnership for sustainable development.”

101) The Addis Ababa Action Agenda (AAAA) on financing for development is a framework for the means of implementation for the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. The AAAA means of implementation include, inter alia, domestic public resources, domestic and international private business and finance, international development cooperation, trade, debt, taxation; capacity building; science, technology and innovation; data, monitoring and review.

102) The Addis Ababa Action Agenda also covers systemic issues, including inter alia,

1) Strengthening, global economic governance.
2) Strengthening coordination and coherence to enhance global financial and macroeconomic stability.
3) Prevent and reduce the risk of and impact of financial crises.
4) Pursuing sound macroeconomic policies that contribute to global stability, equitable and sustainable growth and sustainable development, while strengthening financial systems and economic institutions.
5) Broadening and strengthening the voice and participation of developing countries in international economic decision-making and norm-setting and global economic governance.
6) Strengthening the permanent international financial safety net.
7) Cooperating internationally to ensure safe, orderly and regular migration, with full respect for human rights.
8) Promoting and protecting effectively the human rights and fundamental freedoms of all migrants.
9) Strengthen regional, national and sub-national institutions to prevent all forms of violence, combat terrorism and crime, and end human trafficking and exploitation of persons, in particular women and children, in accordance with international human rights law.
10) Strengthen the coherence and consistency of multilateral financial, investment, trade, and development policy and environment institutions and platforms.
11) Increase cooperation between major international institutions, while respecting mandates and governance structures.

12) Taking better advantage of relevant United Nations forums for promoting universal and holistic coherence and international commitments to sustainable development.

13) Enhanced international support and establishment of multi-stakeholder partnerships for implementing effective and targeted capacity-building in developing countries, including least developed countries, landlocked developing countries, small island developing States, African countries, and countries in conflict and post-conflict situations, to support national plans to implement all the sustainable development goals.

14) Craft policies that incentivize the creation of new technologies, that incentivize research and that support innovation in developing countries.

15) Recognize the importance of an enabling environment at all levels, including enabling regulatory and governance frameworks, in nurturing science, innovation, the dissemination of technologies, particularly to micro, small and medium-sized enterprises, as well as industrial diversification and value added to commodities.

16) Encourage knowledge-sharing and the promotion of cooperation and partnerships between stakeholders, including between Governments, firms, academia and civil society, in sectors contributing to the achievement of the sustainable development goals.

17) Promote entrepreneurship, including through supporting business incubators. (Affirming) that regulatory environments that are open and non-discriminatory can promote collaboration and further our efforts.

18) Step up international cooperation and collaboration in science, research, technology and innovation, including through public-private and multi-stakeholder partnerships, and on the basis of common interest and mutual benefit, focusing on the needs of developing countries and the achievement of the sustainable development goals.

19) Support developing countries to strengthen their scientific, technological and innovative capacity to move towards more sustainable patterns of consumption and production, including through implementation of the 10-year framework of programmes on sustainable consumption and production patterns.

20) Enhance international cooperation, including ODA, in these areas, in particular to least developed countries, landlocked developing countries, small island developing States, and countries in Africa, and encourage other forms of international cooperation, including South-South cooperation, to complement these efforts.

103) The United Nations Security Council in resolution 2282 on the United Nations peacebuilding architecture and on sustaining peace, identifies a host of means of implementation for sustaining peace. In the resolution the Security Council, inter alia,

1) Emphasizes “the importance of a comprehensive approach to sustaining peace, particularly through the prevention of conflict and addressing its root causes, strengthening the rule of law at the international and national levels, and promoting sustained and sustainable economic growth, poverty eradication, social development, sustainable development, national reconciliation and unity, including through inclusive dialogue and mediation, access to justice and transitional justice, accountability, good governance, democracy, accountable institutions, gender equality and respect for, and protection of, human rights and fundamental freedoms.”

2) Recognizes “that peacebuilding is an inherently political process aimed at preventing the outbreak, escalation, recurrence or continuation of conflict, and further recognizing that peacebuilding encompasses a wide range of political, development, and human rights programmes and mechanisms.”

3) Recognizes “that an integrated and coherent approach among relevant political, security and development actors, within and outside of the United Nations system, consistent with their respective mandates, and the Charter of the United Nations, is critical to sustaining peace, and essential for improving respect for human rights,”
advancing gender equality, empowering women and youth, strengthening the rule of law, eradicating poverty, building institutions, and advancing economic development in conflict-affected countries.”

4) Recognizes “the importance of strategic partnerships, pooled funding and blended finance between the United Nations, bilateral and international donors, multilateral financial institutions, and the private sector in order to share risks and maximize the impact of peacebuilding efforts, taking into account the need to ensure transparency, accountability and appropriate monitoring of funds.”

5) Recognizes “that the scale and nature of the challenge of sustaining peace calls for close strategic and operational partnerships between the United Nations, national Governments and other key stakeholders, including international, regional and sub-regional organizations, international financial institutions, civil society organizations, women’s groups, youth organizations, and the private sector, taking into account national priorities and policies.

6) Emphasizes “that sustaining peace requires coherence, sustained engagement, and coordination between the General Assembly, the Security Council, and the Economic and Social Council, consistent with their mandates as set out in the Charter of the United Nations”.

7) Underlines “that the scale and nature of the challenge of sustaining peace can be met through close strategic and operational partnerships between national Governments, the United Nations, and other key stakeholders, including international, regional and sub-regional organizations, international financial institutions, regional and other development banks, civil society organizations, women’s groups, youth organizations and, where relevant, the private sector.”

8) Stresses “the importance of partnership and cooperation between the United Nations and relevant regional and sub-regional organizations [...] to improve cooperation and coordination in peacebuilding, to increase synergies and ensure the coherence and complementarity of such efforts”.

104) The Sendai Framework for Disaster Risk Reduction\textsuperscript{61} calls for, inter alia,

1) Enhanced work to reduce exposure and vulnerability, thus preventing the creation of new disaster risks, and accountability for disaster risk creation are needed at all levels.

2) More dedicated action needs to be focused on tackling underlying disaster risk drivers [...] and compounding factors such as demographic change, weak institutional arrangements, non-risk-informed policies, lack of regulation and incentives for private disaster risk reduction investment, complex supply chains, limited availability of technology, unsustainable uses of natural resources, declining ecosystems, pandemics and epidemics.

3) Strengthening good governance in disaster risk reduction strategies at the national, regional and global levels and improving preparedness and national coordination for disaster response, rehabilitation and reconstruction [...] supported by strengthened modalities of international cooperation.

4) Broader and a more people-centered preventive approach to disaster risk. Disaster risk reduction practices need to be multi-hazard and multi-sectoral, inclusive and accessible in order to be efficient and effective.

5) Governments should engage with relevant stakeholders, including women, children and youth, persons with disabilities, poor people, migrants, indigenous peoples volunteers, the community of practitioners and older persons in the design and implementation of policies, plans and standards.

6) There is a need for the public and private sectors and civil society organizations, as well as academia and scientific and research institutions, to work more closely together and to create opportunities for collaboration.

7) International, regional, sub-regional and trans-boundary cooperation remains pivotal in supporting the efforts of States, their national and local authorities, as well as
communities and businesses, to reduce disaster risk. Existing mechanisms may require strengthening in order to provide effective support and achieve better implementation.

8) Developing countries [...] need special attention and support to augment domestic resources and capabilities through bilateral and multilateral channels in order to ensure adequate, sustainable, and timely means of implementation in capacity-building, financial and technical assistance and technology transfer, in accordance with international commitments.

9) Address existing challenges and prepare for future ones by focusing on monitoring, assessing and understanding disaster risk and sharing such information and on how it is created; strengthening disaster risk governance and coordination across relevant institutions and sectors and the full and meaningful participation of relevant stakeholders at appropriate levels.

10) To complement national action and capacity, there is a need to enhance international cooperation between developed and developing countries and between States and international organizations.

11) Achieve the following outcome: the substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

12) The realization of this outcome requires the strong commitment and involvement of political leadership in every country at all levels in the implementation and follow-up of the present Framework and in the creation of the necessary conducive and enabling environment.

13) To attain the expected outcome, the following goal must be pursued: Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience.

14) The pursuance of this goal requires the enhancement of the implementation capacity and capability of developing countries, in particular the least developed countries, small island developing States, landlocked developing countries and African countries, as well as middle income countries facing specific challenges, including the mobilization of support through international cooperation for the provision of means of implementation in accordance with their national priorities.

15) To support the assessment of global progress in achieving the outcome and goal of the present Framework, seven global targets have been agreed, including substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of the present Framework by 2030.

16) Disaster risk reduction requires an all-of-society engagement and partnership. It also requires empowerment and inclusive, accessible and non discriminatory participation, paying special attention to people disproportionately affected by disasters, especially the poorest.

17) Disaster risk reduction and management depends on coordination mechanisms within and across sectors and with relevant stakeholders at all levels, and it requires the full engagement of all State institutions of an executive and legislative nature at national and local levels and a clear articulation of responsibilities across public and private stakeholders, including business and academia, to ensure mutual outreach, partnership, complementarity in roles and accountability and follow-up.

18) While the enabling, guiding and coordinating role of national and federal State Governments remain essential, it is necessary to empower local authorities and local communities to reduce disaster risk, including through resources, incentives and decision-making responsibilities, as appropriate.

19) The development, strengthening and implementation of relevant policies, plans, practices and mechanisms need to aim at coherence, as appropriate, across
sustainable development and growth, food security, health and safety, climate change and variability, environmental management and disaster risk reduction agendas. Disaster risk reduction is essential to achieve sustainable development.

20) An effective and meaningful global partnership and the further strengthening of international cooperation, including the fulfillment of respective commitments of official development assistance by developed countries, are essential for effective disaster risk management.

21) “In pursuance of the expected outcome and goal, there is a need for focused action within and across sectors by States at local, national, regional and global levels in the following four priority areas: Priority 1: Understanding disaster risk. Priority 2: Strengthening disaster risk governance to manage disaster risk. Priority 3: Investing in disaster risk reduction for resilience. Priority 4: Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction.”

22) In the context of increasing global interdependence, concerted international cooperation, an enabling international environment and means of implementation are needed to stimulate and contribute to developing the knowledge, capacities and motivation for disaster risk reduction at all levels, in particular for developing countries.

105) In the Paris Agreement on Climate Change, UN member states identify and address a range of means of implementation, including inter alia,

1) Recognizing the importance of the engagements of all levels of government and various actors.

2) Affirming the importance of education, training, public awareness, public participation, public access to information and cooperation at all levels.

3) Strengthen the global response to the threat of climate change, in the context of sustainable development and efforts to eradicate poverty.

4) Holding the increase in the global average temperature to well below 2 °C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5 °C above pre-industrial levels, recognizing that this would significantly reduce the risks and impacts of climate change.

5) Increasing the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production.

6) Making finance flows consistent with a pathway towards low greenhouse gas emissions and climate-resilient development.

7) As nationally determined contributions to the global response to climate change, all Parties are to undertake and communicate ambitious efforts … the efforts of all Parties will represent a progression over time, while recognizing the need to support developing country Parties for the effective implementation of this Agreement.

8) Conserve and enhance, as appropriate, sinks and reservoirs of greenhouse gases

9) Take action to implement and support, including through results-based payments, the existing framework as set out in related guidance and decisions already agreed under the Convention for: policy approaches and positive incentives for activities relating to reducing emissions from deforestation and forest degradation, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries; and alternative policy approaches, such as joint mitigation and adaptation approaches for the integral and sustainable management of forests, while reaffirming the importance of incentivizing, as appropriate, non-carbon benefits associated with such approaches.

10) Integrated, holistic and balanced non-market approaches being available to Parties to assist in the implementation of their nationally determined contributions, in the context of sustainable development and poverty eradication, in a coordinated and effective manner, including through, inter alia, mitigation, adaptation, finance,
technology transfer and capacity-building, as appropriate.

11) Promote mitigation and adaptation ambition.

12) Enhance public and private sector participation in the implementation of nationally determined contributions.

13) Enable opportunities for coordination across instruments and relevant institutional arrangements.

14) Establish the global goal on adaptation of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, with a view to contributing to sustainable development and ensuring an adequate adaptation response in the context of the temperature goal referred to in Article 2.

15) Adaptation action should follow a country-driven, gender-responsive, participatory and fully transparent approach, taking into consideration vulnerable groups, communities and ecosystems, and should be based on and guided by the best available science and, as appropriate, traditional knowledge, knowledge of indigenous peoples and local knowledge systems, with a view to integrating adaptation into relevant socioeconomic and environmental policies and actions, where appropriate.

16) Recognize the importance of support for and international cooperation on adaptation efforts and the importance of taking into account the needs of developing country Parties, especially those that are particularly vulnerable to the adverse effects of climate change.

17) Parties should strengthen their cooperation on enhancing action on adaptation, taking into account the Cancun Adaptation Framework.

18) Sharing information, good practices, experiences and lessons learned, including, as appropriate, as these relate to science, planning, policies and implementation in relation to adaptation actions.

19) Strengthening institutional arrangements, including those under the Convention that serve this Agreement, to support the synthesis of relevant information and knowledge, and the provision of technical support and guidance to Parties;

20) Strengthening scientific knowledge on climate, including research, systematic observation of the climate system and early warning systems, in a manner that informs climate services and supports decision-making.

21) Assisting developing country Parties in identifying effective adaptation practices, adaptation needs, priorities, support provided and received for adaptation actions and efforts, and challenges and gaps, in a manner consistent with encouraging good practices.

22) United Nations specialized organizations and agencies are encouraged to support the efforts of Parties to implement the actions referred to in paragraph 7 of this Article, taking into account the provisions of paragraph 5 of this Article.

23) Each Party shall, as appropriate, engage in adaptation planning processes and the implementation of actions, including the development or enhancement of relevant plans, policies and/or contributions, which may include:

24) The assessment of climate change impacts and vulnerability, with a view to formulating nationally determined prioritized actions, taking into account vulnerable people, places and ecosystems.

25) Monitoring and evaluating and learning from adaptation plans, policies, programmes and actions; and

26) Building the resilience of socioeconomic and ecological systems, including through economic diversification and sustainable management of natural resources

27) Improving the effectiveness and durability of adaptation actions.

28) Developed country Parties shall provide financial resources to assist developing country Parties with respect to both mitigation and adaptation in continuation of their existing obligations under the Convention.

29) Capacity-building under this Agreement should enhance the capacity and ability of developing country Parties, in particular countries with the least capacity, such as the least developed countries, and those that are particularly vulnerable to the adverse
effects of climate change, such as small island developing States, to take effective climate change action, including, inter alia, to implement adaptation and mitigation actions, and should facilitate technology development, dissemination and deployment, access to climate finance, relevant aspects of education, training and public awareness, and the transparent, timely and accurate communication of information.

30) Capacity-building should be country-driven, based on and responsive to national needs, and foster country ownership of Parties, in particular, for developing country Parties, including at the national, sub-national and local levels. Capacity-building should be guided by lessons learned, including those from capacity-building activities under the Convention, and should be an effective, iterative process that is participatory, cross-cutting and gender-responsive.

31) All Parties should cooperate to enhance the capacity of developing country Parties to implement this Agreement. Developed country Parties should enhance support for capacity-building actions in developing country Parties.

32) All Parties enhancing the capacity of developing country Parties to implement this Agreement, including through regional, bilateral and multilateral approaches, shall regularly communicate on these actions or measures on capacity-building. Developing country Parties should regularly communicate progress made on implementing capacity-building plans, policies, actions or measures to implement this Agreement.

33) Capacity-building activities shall be enhanced through appropriate institutional arrangements to support the implementation of this Agreement, including the appropriate institutional arrangements established under the Convention that serve this Agreement.

34) Parties shall cooperate in taking measures, as appropriate, to enhance climate change education, training, public awareness, public participation and public access to information, recognizing the importance of these steps with respect to enhancing actions under this Agreement.

35) Periodically take stock of the implementation of this Agreement to assess the collective progress towards achieving the purpose of this Agreement and its long-term goals (referred to as the “global stocktake”). It shall do so in a comprehensive and facilitative manner, considering mitigation, adaptation and the means of implementation and support, and in the light of equity and the best available science.

106) In Decision 1/CP.21 to adopt the Paris Agreement, the conference of parties the Paris Agreement, further state, decide and/or call for the following, inter alia,

1) Recognizing that climate change represents an urgent and potentially irreversible threat to human societies and the planet and thus requires the widest possible cooperation by all countries, and their participation in an effective and appropriate international response, with a view to accelerating the reduction of global greenhouse gas emissions.

2) Recognizing the urgent need to enhance the provision of finance, technology and capacity-building support by developed country Parties, in a predictable manner, to enable enhanced pre-2020 action by developing country Parties.

3) Agreeing to uphold and promote regional and international cooperation in order to mobilize stronger and more ambitious climate action by all Parties and non-Party stakeholders, including civil society, the private sector, financial institutions, cities and other sub-national authorities, local communities and indigenous peoples.

4) Establish the Paris Committee on Capacity-building whose aim will be to address gaps and needs, both current and emerging, in implementing capacity-building in developing country Parties and further enhancing capacity-building efforts, including with regard to coherence and coordination in capacity-building activities under the Convention.

5) Assessing how to increase synergies through cooperation and avoid duplication
among existing bodies established under the Convention that implement capacity-building activities, including through collaborating with institutions under and outside the Convention.

6) Identifying capacity gaps and needs and recommending ways to address them.

7) Promoting the development and dissemination of tools and methodologies for the implementation of capacity-building.

8) Fostering global, regional, national and sub-national cooperation.

9) Identifying and collecting good practices, challenges, experiences and lessons learned from work on capacity-building by bodies established under the Convention; Exploring how developing country Parties can take ownership of building and maintaining capacity over time and space.

10) Identifying opportunities to strengthen capacity at the national, regional and sub-national level.

11) Fostering dialogue, coordination, collaboration and coherence among relevant processes and initiatives under the Convention, including through exchanging information on capacity-building activities and strategies of bodies established under the Convention; Providing guidance to the secretariat.

107) The Agenda for Humanity, calls for inter alia,

1) Working together collectively and coherently across political, cultural, religious and institutional divides.

2) Inspire faith in national, regional and international solidarity and willingness and capacity to prioritize humanity in decision-making.

3) A steady and determined effort to do better and overcome the structures and arrangements that have been used for decades.

4) A new and creative spirit of collaboration at all levels and openness to new and diverse partnerships.

5) Unity of purpose and sustained leadership and investment in peaceful and inclusive societies.

6) Timely, coherent and decisive political leadership.

7) Prioritize political leadership to address the causes of crisis; to own risk and act early to prevent situations from deteriorating; to use political and economic leverage to prevent and resolve conflicts and find political settlements; to ensure that parties to conflict comply with the norms that safeguard humanity; and to act boldly with sustained determination to deliver better outcomes for people in need.

8) Invest in risk analysis and act early on findings.

9) Build capacity in national governments and regional and international organizations to analyze risks and monitor deteriorating situations.

10) Accept responsibility to protect populations from violence and war and to work with bilateral, regional and international organizations, including the United Nations, to prevent conflicts.

11) Accept risk information and analysis and act before situations deteriorate, including through accepting early assistance from bilateral, regional and international partners as needed, to prevent suffering.

12) Create unity in preventing and ending crises, including through early and unified political messaging at the regional and international levels and ensuring that initiatives are closely aligned.

13) Capture, consolidate and share good practices and lessons learned on conflict prevention.

14) Increase the capacity, skills and number of staff in foreign and development ministries of States, regional organizations and the United Nations to be able to handle multiple crises at the same time, including capacities dedicated to conflict prevention and the resolution of crises.

15) Ensure that all crises receive political attention, including through high-level coordination that leverages engagement by different actors based on where they
have political and economic influence.

16) Use contact groups systematically at the regional and international levels in fragile and post-conflict settings to maintain political attention and sustained investment over the long term.

17) Commit to sustained, evidence-based and predictable investment in fragile and post-conflict settings to create and strengthen inclusive, accountable and transparent institutions and provide access to justice for all.

18) Develop cooperation and assistance frameworks over 10 to 15 years, and adjust measures of success in order to better reflect time frames for the building of peaceful and inclusive societies.

19) Establish platforms between national and local governments and civil societies to enable men and women of all ages, religions and ethnicities to engage and work together on civic issues, and promote “constituencies of peace and non-violence”.

20) Promote faith-based dialogue that addresses grievances, strengthens social cohesion and promotes long-term community reconciliation.

21) Allow impartial humanitarian actors to engage in dialogue with all relevant States as well as non-State armed groups in order to enhance the acceptance and implementation of international humanitarian and human rights law and to gain and maintain access and operate in safety.

22) Ensure that all State and non-State parties to armed conflict fulfill their obligations to respect and protect humanitarian and medical workers and facilities, as well as the wounded and sick, against attack.

23) Put in place political, legal, social and safety measures to protect humanitarian and medical personnel and facilities, including enacting and enforcing domestic laws and regulations, education and training, and enhancing cooperation with local communities.

24) Ensure that humanitarian and development actors, local authorities and private sector enterprises work collectively, across institutional divides and mandates and in multi-year frameworks, to end aid dependency and promote the self-reliance of internally displaced populations.

25) Adopt and implement regional and national legal and policy frameworks on internal displacement.

26) Develop a new cooperation framework on predictable and equitable responsibility-sharing to address major refugee movements.

27) Adopt an appropriate international framework, national legislation and regional cooperation frameworks by 2025 to ensure that countries in disaster-prone regions are prepared to receive and protect those displaced across borders without refugee status.

28) Ensure adequate support to host countries and communities.

29) Provide adequate long-term and predictable international political and financial support to host countries and communities, where needed, including for housing, employment, education, health care and other vital public services.

30) Agree on a comprehensive response to human mobility, based on partnerships among States, international organizations, local authorities, the private sector and civil society.

31) Integrate migrants and their specific vulnerabilities into humanitarian and other response plans.

32) Cooperate effectively to combat migrant smuggling and human trafficking.

33) Reinforce, do not replace, national and local systems. Commit to as local as possible, as international as necessary.

34) Support and enable national and local leadership and their preparedness and response capacities, and strengthen local capacity systematically over multi-year time frames.

35) Tailor international support based on a clear assessment of complementarity with national and local efforts, and avoid investing in parallel international coordination and response mechanisms.
36) Shift tasks and leadership from international actors to local actors as part of a planned and systematic approach from the outset of a crisis.
37) Deliver collective outcomes: transcend humanitarian-development divides
38) Commit to move beyond traditional silos, and work across mandates, sectors and institutional boundaries, with a greater diversity of partners, towards ending need and reducing risk and vulnerability in support of national and local capacities and the achievement of the 2030 Agenda.
39) Determine “a common understanding of context, needs and capacities between national and local authorities and the humanitarian, development, human rights and peace and security sectors”.
40) Develop a joint problem statement to identify priorities, the capacities of all available actors to address priorities, and where international actors can support or complement existing capacities.
41) Identify and implement collective outcomes
42) Formulate collective outcomes that are strategic, clear, quantifiable and measurable and prioritized.
43) Aim for collective outcomes to have a positive impact on overall national indicators of advancement towards the 2030 Agenda and for multi-year plans to be installments towards the achievement of national development strategies, in line with the 2030 Agenda.
44) Develop multi-year plans with a duration of three to five years that set out roles for various actors, adopt targets and drive resource mobilization to achieve collective outcomes.
45) Deliver agreed outcomes based on complementarity and identified comparative advantage among actors, whether local, national or international, public or private.
46) Coordinate around each collective outcome with the diverse range of actors responsible for achieving it.
47) Empower national and international leadership to coordinate and consolidate stakeholders towards achieving the collective outcomes.
48) Adapt structures, processes and financial systems at headquarters of agencies and donors as appropriate to reinforce this approach towards collective outcomes.
49) Enable and facilitate emergency response and people’s access to life-saving assistance and protection in contexts where it will be difficult to achieve longer-term collective outcomes.
50) Recognize the provision of emergency response as a short-term exception and make every effort to reduce need, risk and vulnerability from the outset.
51) Increase domestic resources for risk management. Complement national investments with bilateral and South-South cooperation, including by providing expertise, knowledge transfer and technology.
52) Facilitate public-private partnerships to enable risk-based investment.
53) Fulfill commitments made in the Sendai Framework for Disaster Risk Reduction 2015-2030, the Paris Agreement under the United Nations Framework Convention on Climate Change and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development to increase support to countries that are vulnerable to disaster risks in order to adapt to the negative consequences of climate change and prevent humanitarian crises.
54) Allocate additional, predictable resources to the Peacebuilding Fund.
55) Finance outcomes, not fragmentation: shift from funding to financing.
56) Commit to financing collective outcomes rather than individual projects and activities and do so in a manner that is flexible, nimble and predictable over multiple years so that actors can plan and work towards achieving collective outcomes in a sustainable manner and adapt to changing risk levels and needs in a particular context.
Context Specific and Integrated Means of Implementation

108) The realization of the means of implementation and other requirements of each framework at local, national, regional and international levels, needs to be both context specific, as well as coordinated and integrated within and across the larger frameworks.

109) Each nation is responsible for deciding what requirements it needs to focus on and what approach to take, accounting for their own national realities, circumstances, needs, plans and capacities, while at the same time being cognizant of, accounting for, and integrating and coordinating with, trans-boundary issues, international dimensions and internationally agreed frameworks and goals.

Global Partnership

110) The new frameworks affirm and emphasize the need for partnerships between all stakeholders inter alia, governments, local authorities, municipalities, regional governments, national institutions, parliaments, regional organizations, intergovernmental organizations, development banks, civil society, non-governmental organizations, major groups, think tanks, philanthropic foundations, corporations, business groups, academic institutions, the scientific community and multi-stakeholder partnerships. A revitalized, comprehensive and strengthened global partnership, cooperation, coordination, collaboration, collective action and solidarity within and across frameworks, thematic areas, sectors and levels, are fundamental requirements for the implementation of the new frameworks, and essential to the achievement of their goals.

111) The Addis Ababa Action Agenda affirms that the "enhanced and revitalized global partnership for sustainable development, led by Governments, will be a vehicle for strengthening international cooperation for implementation of the post-2015 development agenda. Multi-stakeholder partnerships and the resources, knowledge and ingenuity of the private sector, civil society, the scientific community, academia, philanthropy and foundations, parliaments, local authorities, volunteers and other stakeholders will be important to mobilize and share knowledge, expertise, technology and financial resources, complement the efforts of Governments, and support the achievement of the sustainable development goals, in particular in developing countries. This global partnership should reflect the fact that the post-2015 development agenda, including the sustainable development goals, is global in nature and universally applicable to all countries while taking into account different national realities, capacities, needs and levels of development and respecting national policies and priorities."

It further states that governments “will work with all partners to ensure a sustainable, equitable, inclusive, peaceful and prosperous future for all” and that they “will all be held accountable by future generations for the success and delivery of commitments we make today.”

112) The implementation of the frameworks will require an adequately resourced and coherent United Nations system. The 2030 Agenda underlines “the important role and comparative advantage of an adequately resourced, relevant, coherent, efficient and effective UN system in supporting the achievement of the SDGs and sustainable development.”

113) The implementation of the frameworks also requires an adequately coherent, relevant and effective - international architecture, institutional framework and integrated ecosystem, and cohesive and inclusive enabling environment, for all stakeholders.
Means of Implementation Related Requirements

114) The frameworks include comprehensive means of implementation and address much of the overarching requirements. However, the goals and objectives of the means of implementation also have further underlying functional requirements. These requirements are not always addressed within the text of the frameworks. Stakeholders need to assess, understand and view the larger set of means of implementation together with these underlying requirements. This is imperative as the underlying requirements have significant effect on the approaches, resources and tools that are employed in realizing the MOIs.

115) The underlying requirements include, inter alia, systemic thinking; cross-sectoral institutional arrangements; institutional reforms and investments; understanding and navigating the inter-linkages between the frameworks, thematic areas, development goals and targets; strategic planning; human resources; capacity building needs; multi-stakeholder considerations; modeling tools; mainstreaming the goals into national policies; strengthening the integration of the global ecosystem; strengthening connectivity between the development, peace, humanitarian and the human rights sectors; and addressing systemic and structural challenges within the international architecture and global ecosystem as a whole, among many others.

116) For example, policy coherence, a target under sustainable development goal 17, requires governments, as well as international actors to, inter alia, take measures to implement new integrated “whole-of-government” institutional arrangements that work across existing ministerial and departmental divides, in order to enable cross-sectoral and integrated cooperation and decision-making between ministries; break down silos and enable a “whole-of-society” approach to implementing policies; account for synergies and trade-offs across policy areas, and to ensure that progress is mutually supported across policy areas, and don’t result in unintended trade-offs, and missed goals and targets.

117) Many of these MOI related requirements are now being addressed by institutions at all levels including national governments and the United Nations, as they take measures to start the process of operationalizing the frameworks, translating the frameworks into action plans, undertake institutional reforms to be “fit-for-purpose”, and address how to implement the frameworks.

118) However, addressing MOI related requirements across frameworks is so far limited in many areas, and much more needs to be done in this regard.

Achievement of Frameworks Dependent on Means of Implementation

119) As noted previously, the scale and ambition of the new frameworks require equally ambitious means of implementation. Furthermore, the new frameworks cannot be achieved without equally ambitious means of implementation, global partnership and cooperation.

120) The 2030 agenda, states that it cannot be achieved without an equally ambitious means of implementation and global partnership for development. The 2030 agenda calls for a revitalized and enhanced “Global Partnership for Development”, to facilitate an intensive global engagement in support of implementation of all the goals and targets, bringing together stakeholders and mobilizing all available resources.66

121) The 2030 agenda states further that the means of implementation targets under each SDG and Goal 17 are key to realizing the agenda and are of equal importance with the other goals and targets within the agenda. It stipulates further to “accord them equal priority” in the implementation efforts and in the global indicator framework for monitoring our progress.67
122) The critical nature of, and dependency on, the means of implementation has important implications. It implies that none of the other goals, inter alia, poverty eradication, achieving gender parity, curbing global warming, environmental protection, conflict prevention, sustainable energy, humanitarian assistance and human rights - can be, or will be achieved, if the means of implementation are not adequately addressed, supported and implemented. The means of implementation need to be addressed with the full commitment of all stakeholders. Stakeholders will further be required to make the necessary strategic investments and reforms, over multi-year frameworks, to implement the MOI related changes and requirements, in order to move “action” on the other goals forward.

**Interlinkages Between Means of Implementation and Development Goals**

123) The frameworks, their goals and targets including means of implementation are universal, and apply to all countries, developed and developing. All countries should take measures towards their implementation, while accounting for their own national realities, circumstances, needs and capacities, and while also supporting, addressing and contributing to trans-boundary issues, and international agreed goals and targets.

124) The frameworks, their goals and targets including the means of implementation are interlinked, meaning they are linked to each other and any policies and/or actions on one goal affects and is affected by all the others. This includes the means of implementation. The achievement of the means of implementation, or lack thereof, will directly affect the achievement of the other goals, or lack thereof.

125) The frameworks, their goals and targets including the means of implementation are indivisible, meaning they cannot be separated from the others, and cannot be ignored without it directly affecting the achievement of the other goals and objectives, or the lack thereof. This includes the means of implementation. The means of implementation are indivisible from the other goals and have to be addressed in order to address and achieve the others, and will directly affect the achievement of the other goals, or lack thereof.

126) The 2030 Agenda for Sustainable Development reiterates that the agenda and the Sustainable Development Goals and targets, including the means of implementation are universal, indivisible and interlinked.

**Systemic Means of Implementation**

127) All the frameworks include a special class of means of implementation and related requirements that are systemic and cross-cutting. These ‘Systemic’ Means of Implementation are cross-cutting in the following ways, inter alia,

1) They apply to all frameworks.
2) They apply across frameworks.
3) They require integration across all frameworks.
4) They affect all thematic areas, levels, stakeholders and the global ecosystem as a whole.
5) Affect achievement of collective outcomes.

128) Systemic MOIs are of critical significance to the achievement of the new global frameworks, because they address and fulfill the requirements, functions, means and transformation required to ensure that, inter alia, stakeholders, institutions and mechanisms at national, regional and international levels, the international architecture, the international community, and the global ecosystem as a whole – have adequate institutional coherence, structure, organization, function,
connectivity, culture, capacity, knowledge, expertise and resources to be “fit for purpose” to meet the requirements, scale and ambition of the new global frameworks.

129) The systemic MOIs cover the following main areas,

1) Governance.
2) Institutional Frameworks.
3) Enabling Environment.
4) Integration.
5) Global Partnership.
6) International Cooperation.
7) Capacity Building.

130) Systemic Means of implementation, and related underlying requirements, services and functions that apply to all the frameworks, include, inter alia,

1) Good governance at all levels.
2) Enabling environment at all levels.
3) Strengthened institutional framework at all levels.
4) Accountable, inclusive and effective institutions at all levels.
5) Responsive, inclusive, participatory and representative decision-making.
6) Reform of the global multi-lateral system.
7) A coherent, integrated and adequately resourced, efficient and effective international architecture and global ecosystem, to support the requirements and integration within and across the agenda, including inter alia
   a) Making it fit for purpose, adequate for scope and ambition.
   b) Integration, connectivity, cooperation (actions, efforts, institutions, frameworks).
   c) Break silos, bring stakeholders, mechanisms, partnerships, fora together, across thematic areas, frameworks, sectors, levels, nexus.
   d) Align, integrate and leverage contributions.
8) A coherent, integrated, adequately resourced, efficient and effective United Nations system.
9) Revitalization of global partnership to support the requirements and integration within and across the agendas, to facilitate an intensive global engagement in support of implementation of all the goals and targets, bringing together stakeholders, and mobilizing all available resources.
10) Strengthen international cooperation and coordination at all levels, within and across frameworks and thematic areas.
11) Institutionalizing international cooperation at all levels.
13) Cross-sectoral multi-stakeholder partnerships.
14) Cross-sectoral institutional arrangements.
15) Address root causes and intermediate needs.
16) Policy Coherence.
17) Strengthen global development by enabling more coherent, integrated, inclusive and systemic policies, development and implementation, monitoring and review, collective action, response, aid, strategic planning, cooperation and coordination, across frameworks.
18) Systemic thinking.
19) Systemic integrated solutions and approaches.
20) Adopting a systemic mindset.
21) Support, strengthen and enable adoption and implementation of paradigm shift to systemic change, system wide.
22) Integration within and across frameworks, thematic areas.
24) Integration of economical, social and environmental dimensions.
25) Knowledge and expertise on inter-linkages between frameworks, thematic areas, goals and targets.
26) Navigating the on inter-linkages between frameworks, thematic areas, goals and targets.
27) Mainstreaming frameworks into the work of all institutions, mechanisms and stakeholders.
28) Capacity building at all levels and by all actors
29) Strengthening existing mechanisms, including, inter, alia systemic thinking, operations, programming, knowledge, expertise, partnerships, working across thematic areas.
30) Capacity to connect, collaborate and cooperate.
31) Capacity to integrate knowledge, efforts and actions across institutions, frameworks.
32) Connectivity between stakeholders, mechanisms, institutions, levels.
33) Connectivity between development, peace, humanitarian and human rights communities.
34) Strengthening capacity of development, peace, humanitarian and human rights sectors, as a whole.
35) Positioning development, peace, humanitarian and human rights sectors to be adequately equipped to meet requirements of the new frameworks.
36) Knowledge exchange.
37) Inclusion and participation of all relevant stakeholder constituents at all levels.
38) Mobilize and sustain political will, ambition, commitment, solidarity and momentum through the implementation process and beyond,
39) Meaningful engagement.
40) Effective development cooperation.
41) Addressing systemic and structural requirements, challenges, gaps and shortcomings within global architecture, global governance, international cooperation and global development.
42) Breaking silos.
43) Coherent and coordinated regional international support for national level issues, implementation of frameworks, goals and immediate needs.
44) Coherent and coordinated international cooperation on trans-boundary, regional and international issues.
45) Political will, leadership and long term commitments.
46) Pooled financing.
47) Empowering, solidifying and sustaining global solidarity.
48) Adopting a whole-of-society approach including all stakeholders.
49) Complementarity.
50) Processes to develop and facilitate the availability of appropriate knowledge and technologies globally.
51) Facilitating interaction, matchmaking and the establishment of networks between relevant stakeholders and multi-stakeholder partnerships.
52) Build strategic relationships between frameworks, sectors and stakeholders.
53) Strengthen trust between sectors.
54) Build trust in global multilateral institutions.
55) Improve trust between people and governments.
56) Strategic support, tools and platforms for integration, coordination, cooperation, knowledge exchange, engagement, coordination.
57) Align, integrate and leverage contributions.
58) Collective outcomes.
59) Long term strategic planning.
60) Holistic, systemic and integrated views of collective global efforts, global challenges, root-causes, immediate needs, emerging issues, threats, challenges,
gaps, inter-linkages, synergies, tradeoffs, opportunities within and across the
global ecosystem, across frameworks, thematic areas and levels.

61) Support, strengthen, empower and enable stakeholders across all sectors to
collectively undertake comprehensive systemic, integrated and sustained,
discussion, evaluation, strategic thinking, strategic planning, cooperation,
collaboration, decision making, collective action, policy development,
implementation and collective actions, on immediate needs, root causes, global
goals, long term strategic planning, within and across global frameworks,
thematic, areas, sectors and levels.

131) A fundamental aspect of the systemic means of implementation and related functional
requirements, reforms and investments is that they are inter-linked, interconnected and
indivisible from each other, in the same way that the sustainable development goals, targets
and means of implementation are interlinked and indivisible. For example, strengthening
international cooperation is interlinked with strengthening institutional arrangements, coordination,
and connectivity between sectors; building trust and strategic relationships between stakeholders;
strengthening policy coherence; and implementing systemic and integrated approaches within
and across frameworks, thematic areas, sectors and levels.

132) The interlinked nature of the means of implementation also means that they have to be
implemented together, in a holistic, systemic and integrated manner, accounting for synergies,
tradeoffs, incoherence and inefficiencies between them.

Joint Integrated Means of Implementation

133) The new global frameworks contain systemic means of implementation that are singular
MOIs that are ‘one and the same’ for all the frameworks. These Joint Integrated MOIs have
several important functions and characteristics, inter alia,

1) Function as singular joint MOI across all the frameworks.
2) Integrate the frameworks together.
3) Function for all frameworks.
4) Affect all the frameworks.
5) Dependency on all the frameworks.
6) Require joint implementation by stakeholders across all the frameworks.
7) Need to function as joint integrated program across frameworks.

134) These Joint Integrated MOIs include, inter alia, strengthening the global multi-lateral
system; strengthening the international architecture; systemic thinking and integrated
approaches; policy coherence; cross-sectoral institutional arrangements; pooled financing
mechanisms; integration across frameworks; breaking down silos and institutional barriers across
frameworks; strengthening the peace-development-humanitarian nexus; strengthening
connectivity between peace-development-humanitarian communities; strengthen international
cooperation across frameworks; coherent and coordinated international support for national
plans; and addressing system and structural challenges within the global ecosystem.

135) Joint Integrated MOIs need to be addressed and implemented in a systemic and integrated
manner that combines, integrates and includes all the frameworks. For the purposes of this
framework we here call them Joint Integrated MOI solutions. An example of a joint integrated
MOI solution is an institutional arrangement that integrates development, peace building and
humanitarian policy areas and stakeholders and functions as a joint decision making platform
across all the frameworks. A joint integrated institutional arrangement will serve to support and
enable stakeholders to engage in coherent, transparent inclusive policy development, decision-
making, implementation and follow-up, and is accountable to all stakeholder groups, both within
and across frameworks.
136) Identifying, understanding and accounting for joint integrated MOI requirements and related joint integrated MOI solutions, will be a critical part of strengthening the integration and implementation of the development-peace-humanitarian (DPH) nexus, building trust and strategic relationships between the DPH sectors, and empowering and enabling the DPH communities to work together towards collective outcomes.

137) When an MOI is singular and ‘one and the same’ for several frameworks, stakeholders across all the frameworks need to work together collectively in partnership to implement them. This is imperative, as currently a majority of existing institutions, platforms and mechanisms are single framework, single sector institutions that traditionally work in silos within their respective thematic areas. This traditional setup could result in the sponsoring institution skewing joint integrated MOI solutions through their own thematic vantage point and focus, inter alia, by framework (development, humanitarian assistance), thematic area (poverty, gender equality, health, environment), stakeholder sector (government, private sector, civil society) or geographical focus. In the implementation of joint integrated MOIs a case can be made to instead establish neutral and inclusive cross-framework and cross-sector platforms, to ensure that all stakeholders and frameworks can provide and share equal, balanced and integrated input.

**Means of Implementation Nexus**

138) The systemic MOIs together form a Means of Implementation Nexus or MOI Nexus. The means of implementation within the MOI Nexus are interlinked with each other both within each framework, as well as across all the frameworks.

140) Strengthening institutional arrangements, for example, is interlinked with, inter alia, policy coherence; strengthening international cooperation on sustaining peace; and systemic and integrated approaches to the transition between humanitarian assistance and sustainable development.

141) The MOI nexus needs to be addressed in a holistic, systemic, integrated and inclusive “all-frameworks” manner, that enables the MOIs to be implemented together collectively - accounting for synergies, efficiencies, needs and challenges, with and across other MOIs within the MOI nexus, as well as within and across all the frameworks.

142) This MOI Nexus approach will serve to support and enable stakeholders within and across frameworks to work towards collective outcomes. It will also ensure that progress on each means of implementation positively impacts the others, and does not result in negative effects. This also further affects progress on development goals, targets and the realization of the frameworks.

143) The holistic, systemic, integrated and inclusive MOI Nexus approach, for example, requires the systemic MOI requirement 'cross-framework institutional arrangements' that integrate policies across sustainable development, peace building and humanitarian assistance’ - to also fully integrate and account for synergies and tradeoffs with other MOIs within the MOI Nexus such as, inter alia, inclusion and participation, multi-stakeholder engagement, meaningful engagement, strengthening coordination, establishing trust and strategic relationships between stakeholders, pooled financing, complementarity, knowledge exchange, capacity building, aligning efforts, harmonization, and coherent international support for national development plans.

144) Such cross-sectoral, cross-framework institutional arrangements will enable coherent, integrated policy development, decision making, strategic planning, implementation, response, monitoring and review, inclusive of all the needs and requirements within the development, peace, humanitarian-human rights nexus; break down institutional divides, enable integrated policies, enable co-financing, integrated cross-sectoral implementation, follow up and review, and enable achievement of collective outcomes. And it begins with addressing the implementation of
the frameworks, systemic means of implementation and the MOI nexus, in a systemic and integrated manner.

145) It is equally important to recognize that only addressing one of the systemic MOIs within one of the frameworks at the national level, while ignoring the implementation of the same systemic MOI in other frameworks at the national level, will negatively impact the achievements in both the framework where the MOI is addressed, and in the frameworks where the MOI is not addressed.

146) For example, a government that implements integrated ‘institutional arrangements for coherent and integrated policies’ for sustainable development, but does not address this MOI within and across peace-building policy making, humanitarian assistance policy making and disaster risk-reduction policy making processes - will be incomplete in establishing integrated policies in sustainable development by not accounting for inter-linkages between sustainable development, sustainable peace, humanitarian assistance, human rights and disaster risk reduction, and secondly will not achieve the integration within the other frameworks at all.

147) Furthermore, implementing integrated institutional arrangements within all the frameworks, but ignoring the cross-sectoral integration across all the frameworks as a whole, will not achieve the required integration across sustainable development, peacebuilding, humanitarian assistance and human rights, either. Only by addressing them all together, in a systemic and integrated manner, can adequately coherent and integration be achieved.

148) Implementing the institutional arrangements in a holistic, systemic, integrated and inclusive manner accounting for all the frameworks as a whole, will enable governments to achieve cross-sectoral integrated institutional arrangements that work within and across all the frameworks simultaneously enabling all stakeholders to work together towards systemic change and collective outcomes.

149) This serves the needs of all the frameworks simultaneously and enables integrated cross-framework achievement of the goals across all the frameworks. It will further be more efficient and cost effective, since all the frameworks work, pool, share and use the same institutional arrangements, tools and outputs.

150) The MOI Nexus has to be implemented at all levels – institutional, national, regional, international levels, and at the systems level – for the international architecture and global ecosystem as a whole. It also requires a systemic global approach and response, involving all stakeholders, across the frameworks.

151) Realizing the MOI nexus, requires MOI reforms and investments that are systemic and integrated across the frameworks.

152) The MOI Nexus approach will support and enable stakeholders from all frameworks to have joint and collective ownership of the integration across the frameworks, and work together towards systemic change and collective outcomes.

153) The MOI nexus has fundamental implications for the implementation and achievement of the global frameworks, global partnership, international cooperation, systemic change and collective outcomes. The frameworks cannot be fully realized individually or collectively, without coherently addressing and realizing the MOI nexus. The cross-cutting areas are equally as important as other goals and targets within the frameworks, and need to be afforded equal attention in the implementation of the frameworks.

154) Understanding, addressing and implementing the MOI nexus is a critical aspect in addressing the needs of the development-peace-humanitarian-human-rights nexus, and in implementing and achieving the new global frameworks, individually and as a whole through collective outcomes.
Means of Implementation Reforms and Investments: Getting Fit for Purpose

155) The systemic MOIs are of critical importance to the implementation of the new global frameworks. As noted previously, they address the requirements, functions, means and transformation required to ensure that institutions and mechanisms across all frameworks and levels; the international architecture; and global ecosystem as a whole – have adequate institutional coherence, structure, organization, function, knowledge, expertise, connectivity, coordination and resources to be “fit for purpose” to address global challenges, and to meet the requirements, scale and ambition of the new global frameworks.

156) The systemic MOIs are major and significant means of implementation. Each one of the systemic MOIs is global in scope with broad requirements, affecting institutions, stakeholders, processes and activities across all frameworks, thematic areas, sectors and levels. They are highly complex, labor-intensive, time consuming and expensive, each one on their own. The capacity needs to realize the MOIs are significant for organizations, institutions and mechanisms system-wide.

157) There is broad consensus on the importance and central role of each one of the systemic MOIs. Stakeholders across all frameworks, thematic areas, sectors and levels are acutely aware of the critical need to address and implement them and consistently stress and emphasize the need to address them system-wide - towards systemic change and transformation.

158) Realizing the systemic MOIs, strengthening global capacity and getting the international architecture and ecosystem “fit for purpose” to adequately address global challenges and meet the needs of the new global frameworks - will require political will and leadership, long term commitment and significant strategic reforms and investments, by stakeholders at all levels – institutional, national, regional, international and at the systems level.

159) The systemic MOIs entail reforms and investments specific to each level - individual institutions and stakeholders; the national level; the regional and international levels, as well on the systems level with reforms and investments that apply to all levels and for the ecosystem as a whole.

160) Adding to the complexity, the systemic MOIs have to be implemented on multiple dimensions simultaneously – vertically and horizontally, across frameworks and across levels.

161) The implementation of the systemic MOIs at institutional, national, regional, international and systems levels require individual institutions, governments, intergovernmental organizations and the United Nations system to undertake systemic and integrated strategic assessments and mapping exercises to identify overarching requirements, integration requirements, synergies, trade offs, competing priorities, gaps, bottle necks, coordination needs, reforms, services and systemic issues and opportunities, within and across the frameworks, at national, regional, international and systems levels.

162) The systemic MOI related reforms and investments made within, between and across institutions and levels, furthermore need to be implemented in a coherent, coordinated, systemic and integrated manner system-wide. This will require a high degree of joint strategic planning, coordination, collaboration, communications and knowledge exchange between stakeholders at all levels.

163) The implementation of the systemic MOIs will be a multi-year process that needs to be implemented individually and collectively, according to the needs, realities, circumstances, resources, comparative advantages, challenges and opportunities of each stakeholder, sector and level, while at the same time aligning and coordinating efforts between stakeholders within the ecosystem as a whole.
164) Strategic support services to support stakeholders at all levels, and to support and enable
the coordination of reforms and investments within the global ecosystem, will be critical in this
regard.

Institutional Level

165) It will be critical for individual institutions, mechanisms, stakeholders and organizations, inter-
alia, public institutions, national organizations, local authorities, municipalities, regional
governments, civil society organizations, non-governmental organizations, philanthropic
foundations, multi-stakeholder partnerships, coalitions, academic institutions, the scientific
community, corporations and business groups, working at all levels, to make sure they are “fit-for-
purpose” for the requirements of the new global frameworks, and make requisite strategic
systemic MOI related reforms and investments.

166) Individual institutions need to undertake integrated strategic assessments to identify how the
new global frameworks and means of implementation relate to and affect their mandates, goals,
structures, strategies, operations, programs and projects, and have to decide what reforms and
investments they need to make in order for their institutions to be “fit for purpose”.

167) Institutional systemic MOI related reforms and investments for individual stakeholders and
institutions include, inter-alia, operationalizing systemic MOI related functions across
management, decision making structures and processes, strategic planning, operations,
programs, human resources, technology, monitoring and evaluation; adopting systemic thinking
and systemic mindset; acquiring systems thinking knowledge, expertise and capacities; adopting
new institutional frameworks, ways of working, institutional partnerships and coordination
frameworks; breaking down institutional silos; establishing capacity to work with other
stakeholders in pooled financing environments; establishing strategic and operational capacity,
competencies, functions, standards, procedures and tools to effectively connect, engage,
collaborate, cooperate, coordinate, integrate, align and partner with other stakeholders, multi-
stakeholder arrangements, national development plans, and with local, sub-national, national,
regional and international efforts, in a systemic, coherent, integrated, coordinated and sustained
manner, within and across sectors.

168) These reforms and investments are complex, costly and time consuming, and will require
stakeholders to make substantial political, institutional and financial commitments, individually
and collectively. It is important to recognize the scope of these commitments and associated
challenges, and the demands they place on all stakeholders, individually and collectively.

169) Stakeholders, institutions, mechanisms and partnerships at all levels have begun the
process to understand, undertake and implement some of these institutional reforms and
investments, at least within individual frameworks.

170) As noted previously, it will be imperative to ensure that individual and collective reforms,
investments and efforts are coordinated, integrated, leveraged and implemented together, at
national, regional, international and systems levels - in a coherent, proactive, effective, efficient,
systemic and sustained manner, and that they are focused and aligned with national development
plans, and account for the requirements and goals of the new global frameworks and other
related international instruments.

Institutional Level Challenges

171) As noted above, the systemic MOI related reforms and investments are complex, costly and
time consuming, and will require stakeholders to make substantial political and financial
commitments. It is important to recognize the scope of these commitments and the demands they placed on all stakeholders, individually and collectively.

172) It is important to recognize that many stakeholders do not have the awareness, knowledge, capacity, resources, support or an external enabling environment to make these reforms and investments.

173) Furthermore, given the complexity of the systemic MOIs, the lack of existing knowledge and expertise, and the political and financial challenges for stakeholders to implement them - there is much room for insufficient reforms and investments, incoherence, fragmentation, duplication of efforts, trade-offs and inefficiencies in the implementation of the systemic MOIs.

174) Strategic support services, mechanisms, platforms and tools that provide support and capacity building for stakeholders will be critical in this regard. Platforms that enable stakeholders to take advantage of pooled and shared resources also need to be provided.

175) In realizing their MOI reforms and investments, stakeholders are also dependent on adequate and coherent implementation of the systemic MOIs on national, regional, international and systems levels.

176) It is important to note that in the implementation of systemic MOI reforms and investments, stakeholders will continue to face significant challenges from the existing systemic and structural challenges and short comings within the international architecture and global ecosystem as whole, including inter alia, entrenched silos, fragmentation and coordination challenges; lack of inclusion, awareness and knowledge exchange; insufficient financing and pooled financing options; competing priorities, donor fatigue, political and financial instability, lack of political will and leadership, and a lack of urgency.

177) It is also important to note that limited strategic support and financing for capacity building is available to support stakeholders at the current moment, further impeding required reforms and investments.

178) Currently, there is also limited and insufficient coordination of individual and collective reforms and investments at all levels.

National Level

179) The new global frameworks require a host of means of implementation related reforms and investments specific for the national level. These also include systemic MOIs and Joint Integrated MOIs that need to be addressed inclusive of all the frameworks.

180) National governments have the primary responsibility for the implementation of the new frameworks and MOI related reforms and investments at the national level.

181) In order for national governments to be “fit for purpose” they have to, inter alia, mainstream the frameworks into their national plans and strategies and make strategic means of implementation reforms and investments.

182) National level systemic MOI reforms and investments include, inter alia, integrated cross-sectoral institutional arrangements between ministries and departments; multi-stakeholder platforms and councils for national planning, implementation, monitoring and review processes; establishing and sustaining an enabling environment; fostering multi-stakeholder partnerships; adopting systemic thinking; vertical and horizontal policy coherence, accountable, inclusive and effective institutions; coordination of international support for national sustainable development.
plans, peacebuilding, humanitarian assistance, disaster risk reduction, and climate change mitigation and adaptation; and implementing a whole-of-government approach.

183) Many national governments, parliaments, institutions and organizations have started to translate the new frameworks into their existing development plans, strategies and visions and begun to assess what steps they need to take in order to ensure that they have adequate institutional coherence, structures, strategies, functions tools, mechanisms and processes, to be “fit for purpose” and meet the requirements of the new frameworks.

184) According to Voluntary Reviews by 22 countries at the 2016 UN High Level Political Forum on sustainable development, inter alia, most countries have reported substantial progress in establishing and/or strengthening existing institutional frameworks, inter-ministerial coordinating offices, committees or commissions for sustainable development.

185) In addition to government MOI reforms and investments, there is a vast array of efforts by other development actors at the national level including local, municipal and sub-national governmental institutions.

186) The United Nations system and other intergovernmental institutions and organizations are further providing, support to governments in mainstreaming the frameworks into national strategies, plans and agendas.

187) It is important to note that the systemic MOIs reforms and investments implemented at the national level, also partially contribute to the systems-level reforms and investments for the ecosystem as a whole.

National Level Challenges

188) National governments are confronted with a range of challenges within and across sustainable development, sustaining peace, humanitarian assistance and disaster risk reduction; and in the implementation of the global frameworks and their means of implementation.

In reviewing these challenges, it is important to be cognizant of that countries are implementing the frameworks according to their own development plans and strategies, and based on their national circumstances, realities, resources and capacities. Thus the challenges affecting one country may not affect others.

Sustainable Development

189) Key challenges and gaps reported from the Voluntary National Reviews during the 2016 High Level Political Forum in sustainable development include, inter alia,

1) Institutions for implementing the 2030 Agenda: “Some of the challenges that countries identified were: insufficient synergy, communication and coordination between the different ministries, agencies and other sectors that deal with sustainable development; and a fragmentation of mandates and responsibilities for implementation, including sub-national and local government action.” Other issues reported by countries include, inter alia, “many institutions still have hierarchical, siloed and fragmented processes and cultures and are working across institutional boundaries, noting that the real challenges are to coordinate efforts across different sectors and functions; gaps in coordinating implementation across all sectors and stakeholders to ensure that they are geared towards realization of the SDGs; insufficient harmony between national, provincial and local levels of government; one of the challenges is decentralization of sustainable development, with lack of capacity at local government level; unequal development in the different regions as a major
barrier. “Many countries highlighted in their reports that while national institutions, strategies, laws and policies as well as planning policies provide a solid foundation for progress, building upon the institutional framework and strengthening national governance is work in progress. Institutions need further strengthening so that they are able to formulate a coherent policy framework that enables different government agencies to work together to implement the strategic priorities. Some countries face financial and logistical challenges in getting their institutions to function coherently. Montenegro emphasized that institutional coherence and alignment of sectoral policies and responses should be interwoven into the everyday activities of competent bodies and institutions at the local and national level, as well as of the entities outside the public administration system. In the Philippines, the government stated that it needed to expand and strengthen existing institutional mechanisms which were used in the MDG implementation to suit the requirements for coordinating and monitoring a much broader agenda for sustainable development.”

2) Awareness-raising and involving stakeholders: “Despite the high involvement of multiple stakeholders, a number of countries…noted that increasing awareness and ownership regarding the SDGs is a challenge. In the Madagascar VNR, it was reported that civil society organizations are not sufficiently organized and structured to establish formal representation in the debates on development. Montenegro recognized the need for further development of capacity and mechanisms for the participation of civil society, the involvement of the private sector, the improvement of the institutional frameworks and capacities of the public sector, particularly local government and institutions, as well as in academic and research institutions. While they have made efforts to popularize and rally support for the national development agenda, Uganda pointed out that citizens and stakeholders are not sufficiently empowered to access information, meaningful participation, and understanding of their roles in the process of development. The German government is looking for ways to take the interests and concerns of civil society into account to an even greater extent in the future. Finland stated that it would welcome information on approaches taken by other countries to reach out to the local communities, children and youth, people with disabilities and migrants.”

3) Means of Implementation: “Countries reported on national and international actions and provided donor and recipient perspectives on international assistance, with both groups emphasizing efforts to ensure coherence and efficiency. Several countries recalled that, beyond the issue of financing and ODA, trade, technology, innovation and capacity-building are critical elements for implementation (such as Egypt, Finland, Georgia, Morocco, Montenegro, Norway, Philippines, Samoa, Uganda). Some countries also addressed the issue of coherence between national and international policy, for instance in regard to trade and sustainable consumption and production (Finland, Germany).”

4) International Cooperation: “In addition to reporting on national implementation, both developed and developing countries reported on their approaches to the 2030 Agenda in terms of their international responsibilities, ODA commitments, south-south cooperation and regional engagement.” “Both donors and recipients have emphasized the need for greater effectiveness and coherence in international assistance, and reported on efforts in that direction.”

5) Capacity Building: “According to Uganda’s VNR, the inter-linked and multi-sectoral nature of the SDGs presented an additional planning challenge. There was need for strengthening implementation planning to coordinate relevant stakeholders around a particular SDG to effectively plan and ensure coordinated implementation that will lead to the realization of the targeted results. The National Planning Authority needed to strengthen its capacity to facilitate integrated development planning across the
SDGs, and strengthen inter-sector collaboration mechanisms. While Uganda has an institutionalized coordination mechanism, there were evident gaps in coordinating implementation across government, civil society, private sector, and development partners and human resource capacity gaps in government, soft and hard skills at different levels, constraining innovation and effective implementation. It is thus necessary to build capacity of the current staff and to support recruitment of new staff to fill these gaps in order to realize the SDG targets. ~78

6) Monitoring and Review: There was acknowledgment by many countries that the SDGs will require a set of data and statistics that is broader, more disaggregated, with greater frequency and shorter lags than those used to monitor development efforts to date. “Countries also reported significant human resource and financial constraints to improve the quality of data.” “Coordination of multiple government sectors in monitoring, evaluation and reporting is still a challenge. Georgia identified the involvement of multiple areas of government in the development and tracking of indicators, an area in which it would welcome discussion; Montenegro stressed the importance of clarity in the distribution of institutional responsibilities in monitoring; and Uganda noted that there are still multiple monitoring, evaluation and reporting systems across government entities requiring the development of a coordinated monitoring, evaluation and reporting system. In response to these challenges, the Philippines is developing a web-based application that aims to facilitate coordination between data producers and planners and to manage the data demands for the monitoring of the SDGs” ~79

7) Cross-cutting efforts: “Countries reported that despite the efforts they had made in relation to leaving no-one behind, several challenges remained. These included extreme poverty (Egypt); violence against women and children (Egypt and Finland); gender inequality (Egypt, Finland, France, Germany and Norway); gaps in wellbeing and health between genders and across regions (Finland); youth and long-term unemployment (Finland, Egypt, Republic of Korea, Sierra Leone); social and educational differences among members of society (France); the needs of communities subject to climate change risks (Sierra Leone); and addressing the needs of an ageing population (Republic of Korea). Mexico noted that in addition to regional inequalities, it faces challenges in bringing women, indigenous peoples and communities, children and youth, the LGBT population, older persons, migrants, persons with disabilities and African descendants, among others into the efforts to implement the Agenda.” ~80

Disaster Risk Reduction

190) The Sendai Framework for Disaster Risk Reduction, outlines a host of challenges and areas for improving means of implementation in disaster risk reduction, including inter alia,

1) “Enhanced work to reduce exposure and vulnerability, thus preventing the creation of new disaster risks, and accountability for disaster risk creation are needed at all levels. More dedicated action needs to be focused on tackling underlying disaster risk drivers, such as the consequences of poverty and inequality, climate change and variability, unplanned and rapid urbanization, poor land management and compounding factors such as demographic change, weak institutional arrangements, non-risk-informed policies, lack of regulation and incentives for private disaster risk reduction investment, complex supply chains, limited availability of technology, unsustainable uses of natural resources, declining ecosystems, pandemics and epidemics. Moreover, it is necessary to continue strengthening good governance in disaster risk reduction strategies at the national, regional and global levels and improving preparedness and national coordination for disaster response, rehabilitation and reconstruction, and to use post-disaster recovery and
reconstruction to “Build Back Better”, supported by strengthened modalities of international cooperation.”

2) “There has to be a broader and a more people-centred preventive approach to disaster risk. Disaster risk reduction practices need to be multi-hazard and multi-sectoral, inclusive and accessible in order to be efficient and effective. While recognizing their leading, regulatory and coordination role, Governments should engage with relevant stakeholders, including women, children and youth, persons with disabilities, poor people, migrants, indigenous peoples, volunteers, the community of practitioners and older persons in the design and implementation of policies, plans and standards. There is a need for the public and private sectors and civil society organizations, as well as academia and scientific and research institutions, to work more closely together and to create opportunities for collaboration, and for businesses to integrate disaster risk into their management practices.”

3) “International, regional, sub-regional and trans-boundary cooperation remains pivotal in supporting the efforts of States, their national and local authorities, as well as communities and businesses, to reduce disaster risk. Existing mechanisms may require strengthening in order to provide effective support and achieve better implementation. Developing countries, in particular the least developed countries, small island developing States, landlocked developing countries and African countries, as well as middle-income countries facing specific challenges, need special attention and support to augment domestic resources and capabilities through bilateral and multilateral channels in order to ensure adequate, sustainable, and timely means of implementation in capacity-building, financial and technical assistance and technology transfer, in accordance with international commitments.”

Sustaining Peace

191) Implementing sustainable peace faces several critical challenges. For example, the UN General Assembly and Security Council’s Advisory Group of Experts on the Review of the Peacebuilding Architecture made the following findings in its report to the General Assembly and the Security Council, inter alia,

1) “For many member states of the United Nations and United Nations entities alike, peacebuilding is left as an afterthought: underprioritized, underresourced and undertaken only after the guns fall silent. Sustaining peace, however, is among the core tasks established for the organization by the vision set out in the Charter of the United Nations of saving succeeding generations from the scourge of war. It must be the principle that flows through all the organization’s engagements, informing all its activities —before, during and after violent conflicts —rather than being marginalized.”

2) The advisory group also outlined, in broad strokes, the changing global context for conflict and peacebuilding. “After two decades of steady decline, major civil conflicts are once more on the rise. Worse, those conflicts have become more complex, increasingly fragmented and intractable. The drivers of violence —some radically new, some long-standing —raise serious implications for United Nations, international and regional efforts to support national processes to move beyond conflict.

A broader, comprehensive approach of sustaining peace is called for, all along the arc leading from conflict prevention (on which, in particular, the United Nations system needs to place much greater emphasis), through peacemaking and peacekeeping, and on to post-conflict recovery and reconstruction. The success of
such an approach critically relies on uniting the peace and security, human rights and development pillars of the organization.”

3) The advisory group drew “overarching conclusions with ramifications for the United Nations, Member States and broader international efforts towards sustaining peace, both operationally and in terms of norms, standards and approaches. The first is that violent conflicts around the world have become significantly more complex over the first decade and a half of the current century, with new conflict drivers layered on long-standing drivers. International actors, including within the United Nations system, have yet to absorb fully how their tools and actions must adapt and, in general, too often prefer militarized responses. While such responses can prove effective in the immediate context of halting violence, they tend to address symptoms rather than root causes. The very nature of such responses, with their emphasis on short-term security and their correspondingly heavy resourcing needs, can sometimes take away support and attention from efforts to achieve sustainable peace.”

4) “The second is that the United Nations must see sustaining peace as the core task set for it by the Charter, and, thus, as the thread that must flow through all its engagements, from preventive action to peacemaking, peace enforcement, peacekeeping and post-conflict recovery and reconstruction engagement. Sustaining peace should span an essential combination of actions across the diplomatic, political, human rights, economic, social and security areas, with particular attention to tackling the root causes.”

5) “Third, however, peacebuilding has instead been relegated to a peripheral activity. Within the United Nations, efforts to sustain peace should be accorded high priority in terms of resources, capacity and organizational hierarchy. A change in mindset is needed: rather than waiting until a crisis breaks out and then making a default recourse to a crisis response, timely efforts to prevent conflict and then sustain peace need to be embedded across all sectors and phases of action. When peace operations are deployed, they must, from the beginning, see their purpose as being to maximize the creation of space and opportunity for peacebuilding efforts to advance. They should also plan for and benchmark their own exit strategies from the beginning, with a vision of how to ensure effective and appropriately timed follow-on engagement.”

6) “Seventh, sustaining peace is, in essence, about individuals and groups learning to live together without resorting to violence to resolve conflicts and disputes. It must be people-centred and inclusive in approach, and provide a vision of a common future to national stakeholders, public and private. External actors, including the United Nations, can accompany and facilitate, but cannot impose peace. To that end, the Organization’s approach to sustaining peace, in all phases, must be underpinned by a deep commitment to broadening inclusion and ownership on the part of all stakeholders across the societies in which it works. Neither peace agreements nor the implementation processes that follow them are likely to prosper unless they look beyond the narrow interests of the belligerents to a framework that can engage a society’s broad and emergent vision of itself.”

7) “Eighth, the United Nations is not the only, and often not even the main, external actor. The task of sustaining peace globally goes well beyond the Organization’s current capacity to deliver on its own in political, technical or financial terms. Partnering better with multilateral, existing and emerging regional and subregional actors and civil society is essential to making peace sustainable.”
8) Lastly, truly ensuring that peace is sustained requires much longer-term engagement and accompaniment than currently recognized. Owing to the imperative to halt violence, early peacebuilding efforts have often used a template that has proved flawed: a hasty and supposedly comprehensive peace agreement, a brief transition arrangement, hurried elections and a rapid drawdown. Too frequently, that proves a recipe for relapse”

**Humanitarian Assistance**

192) The consultation process for the World Humanitarian process highlighted a host of challenges to the current approach of the humanitarian system, including inter alia,

1) “Many of those receiving assistance, particularly more vulnerable groups, do not find it adequate and appropriate, restricting their ability to cope and be independent. Some do not feel that their own wishes are taken properly into account.

2) Humanitarian responses are slow and cumbersome, and humanitarian action does not reach the most vulnerable people in the most challenging places.

3) There is a perception that humanitarian action and decision-making is uneven and not in line with need, but reflect other factors, including political interests and media attention.

4) Humanitarian responses are largely the same, despite the diversity of contexts. They are also seen as too often operating in parallel to the state and local actors, and not investing in local capacities.

5) Humanitarian assistance has become an almost standard, yet inadequate, substitute for the lack of political solutions to tackle the root causes of conflicts.

6) The current system remains largely closed, with poor connections to the wider political, development and climate change communities, to emerging donors and increased South-South cooperation, and to a widening array of actors, such as the private sector and military.

7) It is seen as outdated, failing to keep up with major shifts such as increasing state investment in risk management, accelerated engagement of the development community in fragile states, the scale-up of social protection and risk financing, and developments in science and risk modelling. Nor is it devoting sufficient investment in innovation.

8) The current approach is not affordable. Although budgets have grown by 660 per cent since 2000, there is an increasing resource gap. Although this trend reflects the growing size and geography of assistance, notably increased operations in middle-income countries, the financing of humanitarian assistance remains heavily reliant on a limited set of instruments.33

**Regional and International Levels**

193) The new global frameworks require a host of MOI related reforms and investments specific for the regional and international levels. As with the national level, these also include reforms and investments related to Systemic MOIs, and Joint Integrated MOIs that need to be addressed across the frameworks.

194) National governments, regional organization, the United Nations system and other intergovernmental organization have the primary responsibility for the implementation of the new frameworks and systemic MOIs reforms and investments at the regional and international level.

195) Required MOI reforms and investments at the regional and international levels include, inter alia, reform of the global multi-lateral system, reform of the global trade system, a supportive economic enabling environment; strengthening intergovernmental processes; strengthening
cooperation between the UN, international development banks and regional organizations; strengthening and reforming the United Nations system; harmonization between global, regional and national levels; strengthening international cooperation within and across frameworks; coherent and coordinated international support for national level implementation; and in addressing trans-boundary, regional and international issues.

196) In order for the international community, intergovernmental organizations and the UN system to be “fit for purpose” at the regional and international levels they have to, inter alia, undertake reforms and investments on institutional coherence and institutional arrangements, as well as address and realize the systemic MOIs.

197) The Systemic MOIs reforms and investments implemented at the regional and international level partially contribute to the system-wide reforms and investments for the ecosystem as a whole.

198) The United Nations member states, UN agencies, regional organizations and other intergovernmental organizations have started the process of assessing what reforms and investments they need to do in order to be “fit-for-purpose”. The UN has also begun to address what modalities are required for the UN system to be able to better integrate its work across the frameworks. UN General Assembly is holding discussions on integration between sustainable development and sustaining peace agendas, and between the 2030 Agenda and the Paris Agreement, to this end.

International Level Challenges

199) At the international levels there are many critical MOI related challenges within and across the frameworks, relating to, inter alia, systemic MOIs; the MOI nexus; ensuring coherent and coordinated international and regional support to national development plans; addressing trans-boundary issues, regional issues and international issues, and arriving at a coherent, inclusive and representative international architecture.

200) There broad consensus is that there is insufficient integration between the frameworks at the international level. The implementation of all the frameworks requires strengthened cooperation, coordination, dialogue, institutional arrangements, multi-stakeholder engagement, policy coherence, and implementation at the international level, working across the frameworks - in order to ensure more coherent international support for national development plans, and in addressing trans-boundary, regional and international dimensions.

201) The development, peace and humanitarian sectors currently work in silos, preventing meaningful integration and progress on all frameworks. Particular attention and investment is required to strengthen the development-peace-humanitarian nexus and to ensure that related activities at the international level are better integrated, coordinated, made more efficient, and work towards collective outcomes, among others.

202) UN member states as well as the UN Secretary General are calling for reform of the global multi-lateral system in order for it to be “fit-for-purpose” for the new frameworks.

203) The institutional framework at the international level also requires strengthening in order to be fit-for-purpose.

204) There is a global call for greater cooperation and integration between the UN system and multilateral development banks, regional organizations and other inter-governmental organizations.
205) The United Nations needs reform and is deemed not yet “fit-for-purpose” to meet the requirements and integrated needs of the frameworks. Silos are entrenched system-wide, and the UN system including UN agencies work within traditional pillars and institutional divides. The Independent Team of Advisors established by ECOSOC to assess the longer-term positioning of the United Nations development system, noted, for example, that “the UN system is highly fragmented, which constrains the scope and scale of its functions”.

206) Challenges related to development cooperation, include, inter alia, the limited number of countries that meet the 0.7% ODA/GNI target, donor fragmentation, ear-marked funds, and donor orphans.

207) Other challenges at the international level include inter alia, lack of trust between nations; inclusion of developing nations in various intergovernmental processes; insufficient connectivity and cooperation between the development, peace and humanitarian communities; insufficient integration across frameworks; vertical financing mechanisms; and required reforms of global trade and global tax systems.

208) Within the MOI Nexus there is a host of additional issues / challenges related to inter-alia, the institutional framework; providing for inclusive institutions, and responsive, inclusive, participatory and representative decision-making; institutionalizing multi-stakeholder engagement in international organizations; adopting a systemic mindset; integration within development-peace-humanitarian-human rights nexus; addressing systemic and structural challenges, gaps and shortcomings at the international level; a need for more pooled financing; and often limited understanding and engagement between development actors in the public, civil and private sectors, engaged at the international level.

Systems Level

209) Realizing the new global frameworks will require strengthening and reforming the global architecture and ecosystem of institutions and mechanisms, as a whole – at the systems level. The international architecture and global ecosystem of institutions and mechanisms needs to be adequately organized, integrated, connected and equipped to be able to address global challenges and meet the integrated requirements of the new frameworks.

210) This requires the international community as a whole to implement systemic MOI reforms and investments, beyond those made for the institutional, national, regional and international levels to be “fit-for-purpose”.

211) The new global frameworks include systemic MOIs that need to be implemented system-wide - at the systems level – to enable the international architecture and the global ecosystem as a whole to be “fit-for-purpose”.

212) The systemic means of Implementation reforms, investments, functions, services, and related requirements, that need to be implemented at the systems level include, inter alia,

1) A coherent, integrated, adequately resourced, efficient and effective international architecture.
2) Strengthening integration and connectivity within the global ecosystem.
3) Strengthening integration and connectivity between the development, peace and security, humanitarian and human rights sectors.
4) Integration within and across global frameworks.
5) Horizontal and vertical integration at the global level.
6) Strengthening international cooperation and coordination.
7) Institutionalizing international cooperation at all levels.
8) Systemic and integrated mechanisms for cross-framework governance, cooperation, coordination, connectivity and integration at the global level.

9) The long term positioning of the sustainable development, peace and security, humanitarian and human rights sectors in order to be adequately equipped and fit for purpose for the purposes of the new global frameworks.

10) Breaking down institutional divides and silos.

11) Revitalizing of global partnership, across all sectors, to support the requirements and integration within and across the agendas, to facilitate an intensive global engagement in support of implementation of all the goals and targets, bringing together relevant stakeholders, and mobilizing all available and necessary resources.

12) Aligning, integrating and leveraging individual and collective contributions at the global level and system-wide.

13) Addressing systemic and structural requirements, challenges, gaps and shortcomings within global architecture, global governance, international cooperation and global development.

14) Systemic thinking and integrated approaches.

15) Supporting, strengthening and enabling adoption and implementation of paradigm shift to systemic change, system wide.

16) Good governance at all levels and across frameworks.

17) Establishing an enabling environment at all levels and across frameworks.

18) Strengthening the institutional framework at all levels, across frameworks.

19) Accountable, inclusive and effective institutions at all levels.

20) Responsive, inclusive, participatory and representative decision-making.

21) Reform of the global multi-lateral system.

22) Cross-framework multi-stakeholder engagement and partnerships.

23) Understanding navigating inter-linkages between frameworks, thematic areas, goals and targets.

24) Inclusion and participation of all relevant stakeholder constituents at all levels.

25) Mobilizing and sustaining political will, ambition, commitment, solidarity and momentum through the implementation process and beyond.

26) Coherent international support for national implementation.

27) Coherent cooperation on trans-boundary, regional and international issues.

28) Pooled financing.

29) Empowering, solidifying and sustaining global solidarity.

30) Adopting a whole-of-society approach including all stakeholders.

31) Complementarity.

32) Building strategic relationships between frameworks, sectors, stakeholders.

33) Strengthening trust between sectors.

34) Building trust in global multilateral institutions.

35) Improving trust between people and governments.

36) Working towards collective outcomes.

37) Long term strategic planning.

38) Supporting for stakeholder efforts system-wide.

213) Systemic MOI functions, services, reforms and investments, implemented at the systems level have the following functions, inter alia, 

1) Serve all frameworks.

2) Affect all frameworks.

3) Serve to integrate all frameworks.

4) Serve to integrate efforts across all frameworks.

5) Serve all levels and stakeholders.

6) Affect all levels and stakeholders.

7) Serve to integrate all levels and stakeholders.

8) Serve to integrate efforts done at all levels and all stakeholders.

9) Serve to integrate the global architecture and ecosystem.
214) The implementation and realization of the global frameworks; the functioning of systemic MOIs and the MOI nexus at institutional, national, regional and international levels; and the work of all stakeholders system-wide - all depend on the implementation and the functioning of the systemic MOI functions, services, reforms and investments - at the systems level.

215) The systemic MOI functions, services, reforms and investments at the systems level – are required to be implemented by all stakeholders - working together collectively in global partnership.

216) For example, addressing ‘systemic challenges and short comings’ including inter alia, fragmentation; insufficient coordination and connectivity; lack of inclusion, participation and access; and insufficient integration between frameworks – need to be addressed in a comprehensive, systemic, transparent and accountable manner - at the systems level. It will require looking at the international architecture and global ecosystem as a whole, involving all stakeholder groups across frameworks, sectors and levels. It will require coherent, integrated and coordinated systems-level approaches that bring together, align, coordinate and implement joint transformative reforms, investments, functions and services at institutional, national, regional and international levels - across frameworks – with all stakeholders working together towards a collective outcome.

217) The implementation of the systemic MOI functions, services, reforms and investments at the systems level, will require an integrated and coordinated collective approach, working across all frameworks, thematic areas and levels, and involve all stakeholders.

218) National governments and the United Nations have the primary responsibility for the implementation of the systemic MOIs at the systems level, for the global ecosystem as a whole, and ensuring that the global system is “fit-for-purpose”.

219) Existing reforms and investments being made by governments, regional organizations and by the United Nations, governments at the regional and international levels, partially contribute to addressing and fulfilling some of the systemic MOI related requirements, reforms and investments, for the systems level and the global ecosystem as a whole.

220) For example, states are working to strengthen coordination between the UN, regional, national governments; the Global Partnership for Effective Development Cooperation is helping countries advance the effectiveness of their respective development cooperation efforts; and the UN is working to strengthen policy coherence at the international level by starting to hold joint meetings discussions on the development-peace-humanitarian nexus between the general assembly, security council, ECOSOC and the peacebuilding commission; strengthening multi-stakeholder engagement in UN processes such as the High-Level Political Forum on Sustainable Development; promoting increased multi-stakeholder engagement; and calling for stakeholders to work towards collective outcomes.

221) Reforms and investments being made by governments, UN agencies and other stakeholders at the national level are also partially contributing the implementation of systemic MOIs at the systems level - for the global system as a whole. These include, inter alia, establishing national coordination mechanisms to manage incoming international support, and strengthening connectivity and cooperation with the UN system as well intergovernmental organizations. The establishment of national councils and ‘integrator’ platforms for multi-stakeholder cooperation between stakeholders, platforms and partnerships at the national level, is also contributing to the overarching systemic MOIs at the systems level for the ecosystem as a whole.

222) In evaluating the needs regarding implementing systemic MOIs at the systems level, it is important to recognize that the implementation of systemic MOI reforms and investments at institutional, national, regional and international levels, now being made by national governments,
the UN system and international organizations, are critical and highly complex, and require much effort by member states and the UN to implement, in themselves.

223) However, the current systemic MOI reforms and investments on national, regional and international levels, are insufficient in addressing and meeting the MOI requirements for the systems level and for the ecosystem as a whole.

224) Moreover, some of the systems level systemic MOI aren’t being addressed at all by existing efforts.

225) To make the global ecosystem ‘fit-for-purpose’ and functioning properly to meet the demands of the new global frameworks – the systemic MOI reforms, investments, functions and services at the systems level have to be fully and adequately implemented, not just partially.

226) The scale and ambition of the new frameworks, require UN member states, the UN and other stakeholder groups, to collectively take the a broader view of the systemic MOIs, the MOI nexus and the overarching systems level reforms and investments in order to get the system as a whole “fit for purpose” too, along the lines of the global approach taken in the AAAA on financing for development.

227) As stated previously, the implementation of the systemic MOIs at the systems level - for the ecosystem as a whole - requires governments, the UN system and stakeholders to implement reforms and investments beyond getting national governments and the UN system fit-for-purpose; implementing systemic MOIs at national and international level institutions; and implementing “framework specific” MOIs such as finance, trade, resource mobilizations.

228) The system level MOI requirements are highly complex and will require commitment, support, engagement of all stakeholders working as a global team. It will require a great degree of strategic planning, integration, coordination and system-wide investments beyond those for individual institutions.

229) The systemic MOI reforms and investments required at the systems level have major implications in terms of the scope, capacity building, approaches, resources and efforts that national governments, the UN and other stakeholders have to undertake in order to realize the frameworks. However, the cost and negative effects of insufficient implementation of the systemic MOI reforms and investments at the systems level will be much higher, than the costs for the systems level MOI reforms and investments themselves.

**Systems Level Challenges**

230) A majority of the systemic MOI reforms investments, functions, services and related requirements at the systems level are - not being met, are insufficiently addressed, or need further strengthening - in order for the global ecosystem as a whole to be “fit-for-purpose”.

231) This presents significant challenges that may prevent or impede the implementation of the MOIs and progress towards achieving the global frameworks and development goals.

232) The gaps in implementation of the systemic MOIs at the systems level were identified through a rigid assessment and mapping exercise of inter alia, current efforts by mechanisms at national, regional and international levels, and constraints reported by stakeholders.

233) The unmet systemic MOIs at the systems level also include Joint Integrated MOIs that need to be implemented collectively, together, by the development, peace, humanitarian and human rights sectors, and need to function collectively - for all of the frameworks.
234) The implementation challenges of the systemic MOIs at the systems level, affect all actors and all levels – institutional, national, regional and international levels, and the global ecosystem as a whole. As noted previously, all stakeholders and institutions; the implementation of the frameworks; and the MOI reforms and investments at institutional, national and international levels, all depend on the systemic MOIs at the systems level - functioning and being adequately equipped. Without addressing and implementing the systemic MOIs at the systems level - efforts and progress at all levels will have challenges in their implementation efforts.

235) There are several reasons why the systemic MOI reforms and investments at the systems level are not being met, including inter alia,

1) There is limited awareness, insight and understanding of the systemic MOIs and the MOI nexus among stakeholders.

2) There is limited attention being given to the overarching systems level requirements, beyond the requirements on the multi-lateral system, the UN development system, national governments and other mechanisms, and need to be far better addressed.

3) The overarching systems level requirements have not yet been identified by UN or member states, to some degree.

4) No existing multi-lateral process at the global level is taking an overarching view of the needs relating to strengthening the entire architecture.

5) The UN and member states are only now, at the time of the writing of this document, starting to address the issues related to integration between the global frameworks.

6) Current efforts at national, regional and international levels only partially contribute to the total systems level requirements.

7) The current global system is not yet set up and is inadequately equipped to meet the challenges, requirements and cross-sectoral integration needs of the new frameworks.

8) The current global system requires reform, but lacks capacity to reform itself and achieve the required scale of transformation.

9) There is no institution with the mandate, role or responsibility to address the needs of the ecosystem as a whole, as it is a collective responsibility, and needs to be implemented through a joint integrated process by all stakeholders (with UN and states in the lead). The UN primarily deals with supporting the needs of national governments, and is not mandated to provide overarching support for non-state actors and the ecosystem as a whole.

10) Current efforts are implemented without a coordinated approach.

11) Current effort do not provide for the transformation required by the frameworks.

12) Many of these current efforts lack in-depth comprehensive integration across frameworks.

13) Lack of global leadership in driving these issues. It has been noted that many of the current efforts at national, regional and international levels, are only scrapping the edges, and not being addressed in coherent, systemic and integrated manner.
14) Lack of global capacity and ability to coordinate, align and pull together existing efforts in an effective way.

15) Lack of capacity at the global level to effectively harness and leverage collective efforts, within and across frameworks.

16) There is no existing dedicated platform for integration between frameworks at the international level, within and outside the United Nations.

17) There is no existing dedicated platform at the global level for connectivity between the development, peace & humanitarian communities.

18) Lack of institutions with the role to provide for connectivity and integration. Those that exist are government or UN led and lack the level of multi-stakeholder ownership inclusion, openness and meaningful participation required by the new frameworks.

19) Lack of investment in connectivity, and in systemically connecting existing mechanisms, within and across frameworks.

20) There is no coherent global plan, approach to strengthen integration of global architecture.

21) There is no support mechanism for actors and institutions in making the paradigm shift to systemic integrated approaches and in making reforms and investments related to systemic MOIs, except to national governments from the UN system and other IGOs. It is instead up to each institution to make this major shift by themselves, in isolation, without a coordinated framework, working together with others.

22) Lack of support and inclusion for non-state stakeholders, agencies, institutions and mechanisms.

23) There is no dedicated platform or program at the global level where stakeholders can proactively address systemic and structural challenges, systemic MOIs, and develop solutions to strengthen to global architecture / ecosystem.

24) Lack of multi-lateral process at the global level to ensure that missing functions are put in place, complementing the mandates of existing mechanisms, supporting and strengthening existing mechanisms, and the way they work together.

25) Lack of investment to strengthen global architecture and the overall capacity of the global ecosystem including inter alia, capacity for stakeholders to coordinate, integrate, cooperate on systemic issues, international issues, trans-boundary issues and support for national level plans.

236) It is also clear that the systemic MOI requirements for the systems level cannot be sufficiently met or serviced by national governments, the UN and other IGOs. National governments and the United Nations System are government organizations, and by their composition not established to be universal multi-stakeholder vehicles, or to, inter alia, support the capacity building and MOI related reforms and investment needs of all stakeholders.

237) Even the United Nations, which is the indispensable leading institution for global cooperation, is not equipped, at the current stage, to sufficiently meet or support the system-level requirements of the frameworks. The UN is a single-sector membership organization, serving to support cooperation among nation-states. The UN does convene other actors in its deliberations, works with all other stakeholder groups, and is the global voice for multi-stakeholder engagement. However it is not established and organized to support, strengthen, enable, leverage and build
multi-stakeholder engagement, build system-wide capacity and to support system-wide adoption and implementation of the requirements of the challenges and goals.

238) These aforementioned constraints have contributed to that currently there is no global systemic and transformative strategy or approach to realizing the ecosystem of mechanisms as a whole.

239) Despite the requirements outlined in the frameworks and in the UN 2016 QCPR, and despite efforts at institutional, national, regional and UN levels - the international community lacks an integrated systemic global approach and framework working across frameworks, that enables the UN, governments and stakeholders to connect the dots, address gaps, and make the requisite decisions, reforms and investments for the systemic MOIs and the MOI nexus.

240) Instead of a coherent global response and approach to the system-level requirements – many of them are not being addressed at all.

241) Instead Institutions are addressing only some of the issues, in a limited, often ad-hoc manner, without support or overall strategic approach.

242) Furthermore, individual institutions, partnerships or sectors within the global ecosystem, which depend on an enabling environment, a coherent global architecture and ecosystem, and coherent functioning systemic MOIs at national, regional, international and systems levels – instead are required to undertake their own institutional reforms, investments and actions, in an often uncoordinated, fragmented, ad-hoc, poorly financed and unsupported manner, or worse still – business as usual - across the system as a whole.

243) Moreover, stakeholders at all levels making reforms and investments also have to contend with the pre-existing systemic challenges and shortcomings within the global system, including, inter alia, fragmentation, entrenched silos, silo mentality, single-issue institutional arrangements, fragmentation, vertical financing, lack of coordination, lack of alignment between stakeholders, institutional resistance, and lack of long-term financing.

244) These systemic and structural challenges prevent and impede the implementation of the MOIs in general; systemic MOIs; as well as the realization of the goals and targets of the frameworks.

245) The reform and investment challenges are also affected by the need for stakeholders to focus most of their resources and efforts on existing global challenges; humanitarian crises; global economic instability; global political instability; national and international level policy and implementation efforts within frameworks, and the major domestic resource mobilization requirements and transformation needs - confronting national governments, the United Nations system, regional organizations, and multi-stakeholder partnerships.

246) The lack of a broader systemic approach is insufficient for the needs of the frameworks, and insufficient in getting the system as a whole ready for the task ahead.

247) A major first step will be for the UN, member states and other stakeholders to conduct a global assessment exercise across the frameworks on the systemic MOIs and the MOI Nexus, to be aware of and establish an institutional understanding of the requirements of the systemic MOIs; establish political leadership in the implementation of the MOI Nexus; and develop a coherent global approach, that integrates needs of all frameworks - in the implementation of the systemic MOIs and the MOI nexus at the national, regional, international and systems levels.

248) It will also require establishing a coherent systemic integrated and transformative approach.

249) It will further require stakeholders to establish a global institutional mechanism and integrator platform at the global level, to support the integration and connectivity, and
engagement requirements, aside from member state deliberations at the United Nations, IGOs and at regional organizations.

**A Global Approach**

250) The broad scope, the complexity and the integrated nature of the systemic MOIs, the needs of the MOI nexus, the collective capacity needs and challenges at institutional, national, regional, international and systems levels, require the international community to adopt a **unified coherent, systemic and transformative global approach** to the implementation of the systemic MOIs across all levels – institutional, national, international and systems levels.

251) The urgent nature of global challenges and the complex requirements of the global frameworks, demand more than a random evolution. They instead require the international community drive a coherent strategic global approach.

252) The global approach needs to match the needs of the global frameworks and be equally as ambitious.

253) The global approach should **support and enable stakeholders to collectively** connect the dots, strengthen and transform the integration of the global architecture and ecosystem; address requirements at the systems, global, regional, national and institutional levels; support and enable capacity building of the development, peace and security, humanitarian and human rights sectors to meet requirements of the frameworks and challenges; support system wide adoption of systemic thinking; enhance the development-peace- humanitarian-human rights nexus; and enable stakeholders to collectively address systemic and structural challenges, shortcomings, gaps and opportunities, in a systemic, coordinated and integrated manner.

254) The United Nations is taking a similar approach in looking at the long-term positioning of the United Nations development system.

255) The Agenda for Humanity similarly calls for stakeholders to work towards collective outcomes.

256) Governments adopted a similar systemic, integrated approach concept with the AAAA for financing for development affirming that “a systemic, integrated and transformative approach is needed for the **system-wide cross cutting issues and areas.”** The Addis Ababa Action Agenda affirms that achieving the post-2015 agenda including all the sustainable development goals “will require an **equally ambitious, comprehensive, holistic and transformative approach with respect to the means of implementation,** combining different means of implementation and integrating the economic, social and environmental dimensions of sustainable development. This should be underpinned by effective, accountable and inclusive institutions, sound policies and good governance at all levels.” It further affirms to “identify actions and address critical gaps relevant to the post-2015 development agenda, including the sustainable development goals, with an aim to harness their considerable synergies, so that implementation of one will contribute to the progress of others. We have therefore identified a range of **cross-cutting areas** that build on these synergies.”

257) Implementing a **global systemic approach for the implementation of the systemic MOIs across all frameworks and at all levels** – institutional, national, international and systems levels, will serve to support, provide, enable and strengthen global capacity and ability to pull together, connect and leverage our collective efforts in a coherent and efficient way; to ensure sustained commitment, coherency and momentum for the implementation of the frameworks.
258) Key functions of a unified systemic global approach should include, inter alia,

1) Address the overarching global ecosystem systems level requirements.
2) Work across frameworks.
3) Be multidimensional and operate at multiple levels.
4) Complement investments, reforms and efforts done on cross-cutting issues/areas at institutional, national, regional and international levels.
5) Connect, coordinate, integrate efforts done at institutional, national, regional, and international levels in a systemic manner.
6) Engage and include all relevant stakeholders, system-wide, working as a global team.

259) Furthermore, the global approach to implement the systemic MOIs, requires the international community to address the systemic MOIs and transform global capacity, simultaneously across four strategic areas: development, cooperation, architecture and governance, in a systemic, coherent, coordinated and integrated manner.

260) The global approach should be built on the principle of respecting national ownership.

261) The global approach should build upon the stated inter-linkages between the frameworks, the existing calls for systemic, integrated global approaches and working towards collective outcomes as stated in the Addis Ababa Action Agenda and the Agenda for Humanity, respectively.

262) The global approach should build upon and harness the capacity and comparative advantages of stakeholders across sectors, with a view to supporting the collective efforts of the system as a whole.

263) Developing a global approach will require the international community to conduct a comprehensive global multi-level view, assessment and mapping of the existing institutional framework, capacity and functions within the global ecosystem, to identify capacity needs, resource needs, synergies, tradeoffs, opportunities, challenges and gaps, assess where implementation has to take place, at what level, and what changes, reforms and investments need to be made, accounting for all frameworks, and to identify coherent and comprehensive strategies, investments and processes to achieve them.

264) In assessing the existing global capacity and efforts, it is important to recall and recognize the existing reforms and investments being made by national governments, regional organizations and IGOs and UN, that are already contributing in part to the overarching global ecosystem reform and investment requirements.

265) It will further be imperative to ensure that stakeholders across all the frameworks - are called upon, supported, enabled and empowered to 'own' the integration process together.
Way Forward. Conclusions and Recommendations

266) The adoption of the new global frameworks; the ambition and scale of the development goals; and the political will, cooperation and commitment from governments and the United Nations in establishing them, are historic achievements. The foresight to emphasize the integrated nature of the frameworks, and the linkages between them, are critical in moving towards integration between the frameworks. Governments, the UN system and stakeholders around the world have collectively led with bold and transformative vision, towards building a better world for present and future generations.

267) With the successful adoption of the new global frameworks, the implementation at national, regional and international levels will also depend on the success of integrating the frameworks with each other, and for stakeholders across institutional divides to work together towards systemic change and collective outcomes.

268) It will also require stakeholders to realize the framework’s means of implementation at institutional, national, regional, international and systems level, including, inter alia, systemic means of implementation related reforms and investment, which are necessary in order for stakeholders to be fit-for-purpose to address global challenges and achieve the global frameworks. It will further also require the adoption of a ‘coherent systemic global approach’ to the realization of the systemic MOIs and the MOI nexus, that all of the frameworks depend upon, and that the integration between them depends on, for successful implementation.

269) The framework’s dependency on systemic MOIs and the MOI nexus stem from the integrated nature, indivisibility and interconnections between global frameworks, and the indivisibility and interlinkages between the means of implementation and development goals of the frameworks. The global frameworks affirm that we cannot have sustainable development without sustainable peace and human rights, and cannot have sustainable peace without sustainable development and human rights. The frameworks are interlinked with each other requiring close integration for their realization. The goals of the frameworks are also indivisible from each other and the means of implementation of the frameworks - thus the dependency on the systemic means of implementation, which are also interlinked.

270) Current efforts at the institutional, national, regional and international levels are critical and highly complex issues, in their own, and will take much effort by stakeholders and member states to resolve. However, the scale and ambition of the new frameworks, require UN member states, the UN and other stakeholder groups, to collectively take the broader view of the systemic MOIs, the MOI nexus and system-level MOI functions, services, reforms and investments in order to get the system as a whole “fit for purpose”

269) The compounded effect of the many pressing global challenges the world is facing; the urgency to address them; current political and global economical challenges; the scope and ambition of the new global frameworks; the complexity and integrated nature of the frameworks; the significant reform and investment requirements placed on all stakeholders; the challenges in implementing means of implementation on institutional, national, regional, international and system-levels; and the systemic and structural challenges and short comings of the international architecture and ecosystem as a whole - together create a prohibitive and challenging environment to achieve transformative systemic change.

271) There is commitment, momentum and effort from nation states and the UN system in implementing systemic MOIs at national and UN levels. However, current efforts only partially contribute to system level requirements - and are insufficient to meet the needs of the system as a whole.
272) Current efforts will not achieve the acceleration, advancement and transformative change that is required for the realization of the global frameworks. Given the constraints, challenges, gaps and shortcomings - getting “fit for purpose” will prove elusive and current challenges will most likely perpetuate.

273) A lack of attention, reforms and investment in the systemic means of implementation may lead to, inter alia,

1) Continued incoherent development, fragmentation, competition, lack of coordination, inefficiency, single issue approaches.
2) Slow or limited progress in achieving the paradigm shift to systemic change.
3) Challenges in achieving the required level of systemic, sustained and coherent – transformation, global integration, capacity, governance, cooperation, coordination, development, collective action and momentum, required to realize the global development goals.
4) Stalling meaningful progress on the frameworks.
5) Poor implementation of the frameworks.
6) Limited progress and challenges in the achievement of global development goals and development targets by the necessary dates and scale of implementation – with dangerous consequences for people and planet.

274) The frameworks acknowledge the critical urgency to achieve the goals and that they can’t be realized without an equally ambitious means of implementation and global partnership. Limited progress or failure to provide adequate means of implementation, partnership and integration will thus have dire effects for nations, communities, humanity and the global ecosystem as a whole, and for both present and future generations.

275) There is potential for the international community to overcome these obstacles, if investments are made into the comprehensive strengthening and integration of the global architecture and in the coordination and leveraging of collective global efforts.

276) What is required is for national governments, the UN system and other stakeholders to, inter alia, 1) Address needs and shortcomings in the implementation of the means of implementation; address systems level requirements of the global ecosystem as a whole 2) invest in the integration of the international architecture 3) invest and provide strategic support for the long term positioning of the development, humanitarian, peace and security, and human rights sectors, as a whole, 4) provide the sectors with the requisite tools and platforms to improve integration, connectivity, cooperation, coordination and collective action 5) address the systemic and structural challenges within the international architecture and the global ecosystem 6) address the requirements and challenges related the systems level MOI requirements 7) and establish a coherent systemic and transformative global response and approach to the implementation of the systemic MOIs - allowing stakeholders at all levels to work together in the implementation of coordinated global measures, towards achieving systemic change and collective outcomes, and towards realizing the global frameworks.

277) It is important to recognize, that the individual systemic means of implementation requirements, functions, services, reforms and investments are all critical and imperative in themselves, and that it is critical that efforts and progress is made in the implementation of each if the systemic means of implementation at all levels, non-withstanding of the required development, adoption and implementation of a systemic and transformative global approach, which has to be implemented on its own schedule.

278) The world is at a turning point and also a cross-road, facing critical global challenges, poverty, hunger, food insecurity, water scarcity, gender equality, armed conflicts, terrorism, extremism, arms race; nuclear threat, humanitarian crises, refugee crises, genocide, slavery, discrimination, rising intolerance, xenophobia, racism, famine, biodiversity loss, deforestation,
depletion of fisheries, ocean pollution, desertification, environmental degradation and climate change, threatening people and plant, and current and future generations.

279) The need to address the global challenges and to achieve the new frameworks is urgent. Failure to meet them threatens all of humanity and the planet as a whole.

280) A global response is needed.

**Key Recommendations**

1) Provide support for institutions and sectors in developing, implementing and coordinating their efforts in getting ‘fit for purpose’.

2) Support and enable stakeholders to collectively address global frameworks, means of implementation, monitoring and review processes in a systemic and integrated manner.

3) Provide strategic support for stakeholders in adopting systemic thinking and related technical and institutional capacities.

4) Support and enable stakeholders to address systemic and structural challenges and shortcomings, in a systemic, integrated and sustainable manner.

5) Support and enable stakeholders to individually and collectively address, implement, coordinate and align cross-cutting systemic means of implementation requirements, investments, functions and services, in a systemic and integrated manner.

6) Take measures to address and implement systems-level means of implementation requirements for the global ecosystem as a whole, including inter alia, strengthen the international architecture, strengthen the integration of the global ecosystem, reform of the multi-lateral system, support the long-term positioning of the peace, humanitarian, development and human rights sectors, strengthen the institutional framework at the global level, strengthen the integration across frameworks at national, regional and global levels.

7) Provide integrated platforms to support and enable stakeholders to strengthen the development, peace and humanitarian nexus.

8) Support and enable stakeholders to engage in cross-framework and cross thematic cooperation - at the global level, in order to enhance efforts on sustainable development, peace building, humanitarian assistance and human rights.

9) Establish a universal, neutral and inclusive ‘integrator platform’ and institutional coordination mechanism at the global level, complementing the mandates and comparative advantages of existing mechanisms, to strengthen, advance and transform international cooperation, coordination, integration and collective action between all stakeholders sectors, within and across global frameworks, in support of national development plans, and in addressing trans-boundary and international level issues.

10) Establish a coherent global approach to the mobilization and realization of means of implementation within and across frameworks.
Recommendations for Coherent Systemic and Transformative Global Approach

1) Establish political will and leadership. Raise the level of commitment required for the systemic means of implementation related reforms and investments at all levels.

2) Advance system-wide understanding, knowledge, awareness, discussion and thinking on interlinkages between frameworks; systemic means of implementation; the MOI Nexus; and systems level requirements.

3) Conduct a strategic, and holistic, systemic and integrated assessment and mapping of systemic means of implementation requirements, functions, services, reforms and investments at all levels - to identify, discuss, collaborate on requirements, and to identify and develop the required global approach and services.

4) Identify key institutions and stakeholders to take the lead on creating an integrated global framework and enabling environment for these systemic requirements. Possibly create an open working group process akin to the open working group in the post-2015 development agenda.

5) Produce an assessment outcome document, providing a global framework and road map for inter alia, addressing and implementing systemic means of implementation requirements functions, services, reforms and investments; setting goals and targets; and identifying strategic reforms, investments, services, roles and responsibilities.

6) Develop and adopt a coherent strategic systemic global response and approach.

7) The term “Global Partnership for Development” should be reconfigured. The global partnership should be systemic and integrated, work across frameworks and break down silos, institutional divides and financing limitations. It could be reconfigured as “The Global Partnership for Development, Peace, Human Rights and Humanitarian Assistance” or “The Global Partnership”.

8) Establish and implement a systemic integrated global response, a global framework for systemic MOIs, system level services’ and an enabling environment, to implement and meet the system-wide systemic MOI requirements, that is integrated with needs at institutional, national, regional and international levels.

9) The global response should be systemic and integrated working across sectors and frameworks.

10) The global response should be global and networked.

11) The global framework for implementation of systemic MOIs should provide coherent systemic and integrated framework for goals and objectives across all frameworks and levels.

12) The implementation of the global framework should include a long-term strategic plan with multi-year commitments.

13) Establish an enabling environment for stakeholders to implement and meet the ‘systemic MOI’ requirements. The enabling environment needs to be adequately equipped to enable stakeholders to perform the tasks. The enabling environment should include, inter alia,

   a. Global Strategic Framework.
   b. Global coordination and integration program platforms and forums working across frameworks, thematic areas.
c. Global Institutional Coordination Mechanism, integrator and institutional home at the global level.

d. Strategic Support Mechanisms.

e. Global Partnership including stakeholders across all frameworks, sectors and levels.

f. Commitment and engagement by all relevant stakeholder constituencies.

g. Funding.

h. Should be coordinated and integrated with the new global frameworks.

14) The permanent institutional coordination mechanism and integrator platform at the global level should serve as a dedicated forum that will enable stakeholders to collectively address, integrate, coordinate, cooperate and implement the necessary systemic MOI requirements and systems level MOI functions, services, functions, goals, objectives – at the global level.

15) This global approach, including the assessment; the new global framework; enabling environment and new institutional coordination mechanism – needs to be sufficiently coherent to enable stakeholders to collectively address, implement and meet systemic MOI requirements and ‘system-wide / sector-wide requirements; and to implement necessary reforms and investment.

16) Enable stakeholders to work towards collective outcomes.

17) Make strategic investments and reforms for a systemic global approach, including for implementing linter alia,

   1) A global framework.
   2) A global platform.
   3) A global institutional coordination mechanism.
      a) Connecting and integrating institutions / stakeholders.
      b) Connecting and integrating investments and reforms at institutional, national, regional and international levels.
Recommendations for Global Institutional Coordination Mechanism

1) Establish a institutional coordination mechanism and integrator platform at the global level to support and enable stakeholders to address, implement, coordinate and achieve systemic means of implementation and system level MOI requirements, functions and services, across all frameworks, inter alia,

1) Strengthen the integration of the international architecture and global ecosystem, through enhanced connectivity, cooperation, coordination, collaboration, alignment, joint strategic planning and decision-making.
2) Connect and integrate frameworks, sectors and institutions.
3) Connect and integrate institutional investments and reforms.
4) Connect and integrate institutional, national, regional, international and system-wide efforts.
5) Strengthen international cooperation.
6) Strengthen and transform cooperation within and across frameworks, thematic areas
7) Strengthen connectivity between the development, peace and security, humanitarian and human rights sectors.
8) Serve to support the long term positioning of the sustainable development, peace and security, humanitarian and human rights sectors in order to be adequately equipped and fit for purpose for the purposes of the new global frameworks
9) Break down institutional divides and silos.
10) Support the revitalization of global partnership to support the requirements and integration within and across the agendas, to facilitate an intensive global engagement in support of implementation of all the goals and targets, bringing together all stakeholders, and mobilizing all available resources.
11) Serve, support and enable stakeholders to collectively address, collaborate, develop, implement and coordinate efforts and progress across frameworks, goals and related integration requirements.
12) Align, integrate and leverage individual and collective contributions at the global level and system-wide.
13) Address systemic and structural requirements, challenges, gaps and shortcomings within global architecture, global governance, international cooperation and global development.
14) Enable cross-sectoral nexus approach cooperation, including, inter alia, Development, Peace, Humanitarian and Human Rights Nexus.
15) Improve policy coherence.
16) Improve institutional coherence.
17) Address institutional and sector-wide requirements, investments, reforms.
18) Serve and support the implementation of a coherent systemic and integrated global approach to the implementation of systemic MOIs at all levels.
19) Support the realization of good governance at all levels and across frameworks.
20) Support the realization of an enabling environment at all levels and across frameworks.
21) Support the strengthening of institutional framework at all levels, across frameworks.
22) Help ensure accountable, inclusive and effective institutions at all levels.
23) Ensure responsive, inclusive, participatory and representative decision-making.
24) Support the reform of the global multi-lateral system.
25) Serve and support cross-framework multi-stakeholder engagement and partnerships.
26) Strengthen understanding navigating inter-linkages btw frameworks, thematic areas, goals and targets.
27) Mobilize and sustain political will, ambition, commitment, solidarity and momentum through the implementation process and beyond.
28) Serve to achieve coherent international support for national implementation
29) Serve to achieve coherent global cooperation on trans-boundary, regional and international issues.
30) Serve to empowering, solidifying and sustaining global solidarity.
31) Serve to adopting a whole-of-society approach including all stakeholders.
32) Serve to build strategic relationships between frameworks, sectors, stakeholders.
33) Strengthen trust between sectors.
34) Support stakeholders in working towards collective outcomes.
35) Serve to support stakeholders in developing and implementing a coherent, systemic and transformative global approach to system-wide MOI functions and services.

2) The platform should be permanent and standing to enable continuous and sustained engagement and outcomes.

3) The platform should be systemic and integrated.

4) The platform should enable stakeholders to address issues across frameworks and thematic areas in an integrated manner.

5) The platform should enable stakeholders to work towards systemic change and collective outcomes.

6) The platform should respect the mandates, roles and activities of existing mechanism.

7) The platform should build on existing global frameworks.

8) The platform should build on efforts of existing mechanisms.

9) The platform should connect the efforts of existing mechanisms.

10) The platform should connect efforts across frameworks.

11) The platform should be informed, guided by and respect the work of existing mechanisms and the decisions made therein.

12) The platform should enhance communications, coordination, integration and harmonization between mechanisms, institutions and stakeholders.

13) The platform should provide for systemic, institutionalized and sustained international cooperation, engagement and collective action.

14) The platform should work within and across frameworks.

15) The platform should provide a coherent, proactive, thematically inclusive enabling environment.

16) The platform should serve to support stakeholders throughout entire policy, response and development cycles, inter alia,

1) Development; policy development, implementation, monitoring and review.
2) Peace and Security: In sustaining peace; prior to, during, after conflicts; in transition between peace building and development.
3) Humanitarian Assistance: In risk planning; disaster risk reduction; mitigation; disaster response; humanitarian assistance; in transition to development, and in sustainability phase.
17) The platform should have clearly defined goals, objectives and functions.

18) The platform’s processes should be specific, measurable, achievable, resource-based, with time based deliverables (SMART).

19) The platform outcomes should support individual institutions, global ecosystem; system; individual sectors, achievement of frameworks, and in addressing global challenges, as a whole.

20) Outcomes should include, inter alia,

1) Recommendations, advice, guidance.
2) Coordination and cooperation.
3) Collective commitments and actions.
4) Partnerships, programmes, initiatives.
5) Knowledge, expertise, perspectives, insights, innovation.
6) Solutions, strategies, frameworks.
7) Policy coherence, integration, systemic change.
8) Capacity, competency, resources.
9) Systemic, integrated, coordinated collective outcomes.

21) The platform should function as a service for both individual institutions as well as for the system as a whole.

22) The platform should serve as a “integrator” function at global level supporting enabling stakeholders to inter alia,

1) Connect, align, coordinate and leverage efforts.
2) Achieve a system wide view of requirements, challenges, gaps, opportunities, synergies, trade-offs, areas that need urgent attention, collective action – within and across frameworks, goals, sectors, levels, geographical areas, specific situations, threats, crises, policy processes.

23) The platform needs to be universal, framework neutral, and sector neutral; allow for meaningful in-depth collaboration; and needs to be systemic, supporting and integrating the full range of issues in order to fully implement a coherent, integrated approach.

24) The platform should support systemic and structured engagement, as well as fluid, flexible and ad-hoc engagement by individual organizations, groups, forums, partnerships and sectors.

25) The platform needs to be dynamic, flexible, learning, adaptive, non-political, inclusive and adequately resourced.

26) The platform needs to be transparent, accountable and sustainable.

27) The platform should function as a universal global service, resource and hub for institutions mechanisms, stakeholders across frameworks, thematic areas, sectors, levels.

28) The platform should be guided by UN global frameworks.

29) The platform should be coordinated with UN policy cycles.

30) The platform and the work undertaken within the platform should respect, be guided by, aligned with and focused on supporting national development plans, as well as international frameworks.
31) The platform should complement existing mechanisms, and not compete or overlap with their mandates or comparative advantages.

32) The platform should be inclusive, and support global engagement.

33) The platform should be networked, supporting both face-to-face as well as on-line collaboration.

34) The platform should support equal inclusion, participation of southern organizations, civil society, private sector and other stakeholders.

35) The platform should be evidence based and results driven.

36) The platform should be coordinated with existing mechanisms.

37) The platform should provide a systemic and integrated infrastructure, and work across and be inclusive of all frameworks, thematic areas, sectors, stakeholder sectors and levels.

38) The platform should provide a systemic and integrated infrastructure, including program platform, strategic support services, a integrated coordination framework, and a multi-stakeholder engagement framework.

39) The platform should have a permanent secretariat, support services, forum, convening facilities and venue, such as created for UN, OECD and other international organizations.

40) The platform should seek to strengthen and enhance capacity, knowledge exchange, training, tools, competency, partnership capability, capacity for policy coherence, for institutions as well as sector wide.

41) The platform should have clear roles and responsibilities.

42) The platform should have a coherent frameworks for monitoring and evaluation framework.

43) The platform should have a coherent risk assessment framework.

44) The platform should have a coherent accountability framework.
UNITED INSTITUTIONS
Global Strategic Framework

Chapter II: Declaration of the United Institutions
Declaration of the United Institutions

Mission of the United Institutions

1) The United Institutions (UI) is a new global institution, coordination mechanism and permanent forum for international cooperation, multi-stakeholder engagement, partnerships and collective action, being established for organizations within the international community from the public, private and civil sectors, working in the fields of international peace and security, sustainable development, humanitarian assistance and human rights.

A New Global Institution for the 21st Century

2) The United Institutions is a next generation global institution and will be the first permanent world forum of its kind. The forum is being established to serve, support, strengthen and help realize a new era of international cooperation, development, collective action, solidarity and progress for the 21st century, towards addressing global challenges, achieving global frameworks and development goals, and building a sustainable, equitable, prosperous and peaceful world, for present and future generations.

Strategic and Institutional Infrastructure Investment

3) The United Institutions is a strategic investment in the capacity and future growth of the sustainable development, peace and security, humanitarian and human rights sectors, and in the collective capacity of the international community as a whole to address global challenges and achieve global development goals.

4) The new global forum is a comprehensive, forward thinking and far reaching infrastructure investment, with a broad and long-term strategic view of, inter alia, global challenges; global frameworks, agendas and development goals; the international architectures for sustainable development, peace and security and humanitarian assistance; the global ecosystem of institutions, mechanisms and stakeholders; global governance structures and institutional frameworks; systemic and structural challenges, gaps, capacity needs and opportunities; and development, peace building and humanitarian aid effectiveness at national, regional and global levels.

5) The new global institution is being developed with a view towards, inter alia,

1) Enhancing and strengthening global capacity for the needs and challenges of the 21st century.
2) Addressing and meeting system-wide requirements in the areas of global governance, development, cooperation and collective action.
3) Serving to support and ensure that the international architecture and institutional framework at the global level is adequately configured, equipped and functioning to match the requirements, scale and ambition of the new global frameworks.
4) Serving to ensure that the conditions and enabling environment required to achieve the global frameworks are provided and implemented.
5) Strengthening and transforming the capacity of the sustainable development, peace and security, humanitarian assistance and human rights sectors, as a whole.
6) Serving and supporting the long-term positioning of the sustainable development, peace and security, humanitarian assistance and human rights sectors, and to ensure that they are adequately equipped to meet requirements and challenges of the decades ahead.
7) Strengthening, advancing and accelerating current and long term progress in addressing global challenges, and achieving global development goals, in a comprehensive, systemic and integrated manner.
8) Serving to support the realization of systemic means of implementation, individually and collectively, within and across frameworks in a coherent, integrated and systemic manner.

9) Serving and supporting stakeholders in developing and implementing a coherent, systemic, and transformative global approach to system-wide means of implementation requirements, investments, functions and services.

10) Supporting and enabling a proactive approach to systemic challenges and opportunities.

A Strategic Investment in Global Frameworks and Agendas

6) The United Institutions is a strategic investment in the vision and the realization of the 2030 Agenda for Sustainable Development, the Sustainable Peace Agenda, the Agenda for Humanity, the Paris Agreement on Climate Change and the Sendai Framework for Disaster Risk Reduction; an investment in the global capacity to realize global development goals; and an investment to accelerate the achievement of the goals.

Overarching Strategic Requirements

7) The United Institutions is being established in recognition of, inter alia,

1) The need for a paradigm shift in global development; the need for strengthened international cooperation, and the need for revitalized, empowered and strengthened means of implementation and global partnership for development, within and across all global frameworks and thematic areas.

2) Systemic, strategic and institutional business requirements, functional requirements, operational growth areas; opportunities; unmet business functions; challenges, gaps, constraints, systemic and structural challenges, short comings, capacity needs and risks, at national, regional and global levels.

3) The need to address these requirements and challenges in a systemic manner

4) Improvements, infrastructure investments, institutional framework, tools, support functions and capacities needed to meet the requirements and challenges.

A Dedicated Institutional Mechanism and Institutional Home at the Global Level

8) The United Institutions is developed, recognizing strategic, financial and business requirements; benefits and incentives of establishing inter alia,

1) A new dedicated institutional mechanism, global platform, integrator, interface and enabling environment for international cooperation - at the global level.

2) A systemic, holistic and integrated platform and institutional mechanisms, in terms of, inter alia,

   1) Thematic areas (sustainable development, international peace and security, peace building, humanitarian action and human rights).

   2) Integration of economic, social and environmental dimensions.

   3) Multi-stakeholder engagement (involving all stakeholder groups across public, civil and private sectors and across all pillars, and across all levels).

   4) Strategic framework (goals, objectives, functions).

   5) Institutional framework (infrastructure, components, services, functions).

3) To support, strengthen and enhance the capacity to meet these needs, strengthen the connectivity and coherence within the global ecosystem, and help align collective efforts.
Overarching Strategic Goals and Objectives

9) The United Institutions is being established to enhance the existing global architecture; strengthen connectivity and integration within the global ecosystem; and to complement and strengthen existing governance structures, institutional mechanisms, partnerships and stakeholders, inter alia, the United Nations system, regional organizations, national governments, civil society, the private sector, multi-stakeholder partnerships and other actors, in order to achieve the following overarching strategic goals and objectives, inter alia,

1) Serve, support, strengthen, advance and accelerate global efforts on sustainable development, sustainable peace, international peace and security, disaster risk reduction, humanitarian assistance, human rights and addressing climate change.

2) Serve, support, strengthen, advance and accelerate the adoption of systemic and integrated approaches to development, peace building, humanitarian assistance and human rights.

3) Serve, support, strengthen, advance and accelerate the paradigm shift towards systemic and integrated cooperation and development.

4) Support integration across global frameworks.

5) Support, strengthen, advance and accelerate the realization of means of implementation within and across global frameworks, thematic areas and levels.

6) Support development and implementation of a coherent global and transformative approach to systemic means of implementation related reforms, investments, functions and services at national, regional, international and systems levels.

7) Support, strengthen, advance and accelerate the revitalization and enhancement of global partnership, within and across all global frameworks, thematic areas, and levels.

8) Serve, support and facilitate an intensive global engagement in support of global development goals within and across all frameworks, thematic areas and levels.

9) Advance, strengthen, systematize, empower, mobilize, drive, sustain and transform - international cooperation, multi-stakeholder engagement, teamwork, partnerships and collective action, across all frameworks, thematic areas, operational areas and technical issues.

10) Systematize, synchronize, strengthen, advance and transform - connectivity within the global development, peace and security and humanitarian ecosystem, between institutional mechanisms and development actors across all frameworks, thematic areas and levels.

11) Connect, align, strengthen, mobilize, integrate, synchronize, capture and leverage - political will, leadership, knowledge, expertise, strategies, resources, innovation, commitments and efforts – by existing mechanisms and development actors, across global frameworks, thematic areas, and operational areas.

12) Support the harmonization, integration, coordination and synchronization of strategies, policies, coherence, development, implementation, monitoring and review processes, and operational activities between national, regional and international levels.

13) Enable, empower, mobilize and drive development and implementation of systemic, coherent and integrated approaches, strategies and solutions - in addressing global challenges and in realizing global development goals, at all levels – national, regional and global; and with the urgency, coherency, ambition and shared global commitment that they need.

14) Advance global collective leadership, management, inclusion and participation.

15) Transform industry and sector wide fragmentation and competition, into collaboration, coherence and collective action.

16) Promote, maintain, empower, enhance, sustain and leverage collective team spirit, unity, solidarity, momentum and commitment among stakeholders across frameworks, thematic areas and stakeholder sectors, in the implementation of global frameworks and development goals.

17) Enhance and strengthen institutional and sector-wide capacity.

18) Address systemic and structural challenges and shortcomings within global architectures.
and the global ecosystem as a whole.
19) Build trust and establish long-term strategic relationships between sectors.
20) Support and strengthen existing mechanisms.
21) Provide strategic support services.
22) Address and fulfill missing capacities of the institutional framework, global architecture, and enabling environment at the international level.
23) Respond to constraints and priorities identified by organizations within the global development, peace building and humanitarian aid sectors, and to address risks and opportunities confronting organizations at global, regional and national levels.
24) Champion the empowerment of sustainable development, peace and security, humanitarian and human rights organizations, across all sectors.
25) Leverage and drive collective actions in an systemic, sustained and effective manner.

Global Frameworks

10) The United Institutions is guided by and in alignment with internationally agreed global frameworks and agendas for sustainable development, international peace and security, peace building, humanitarian action and human rights adopted by United Nations member states, including, *inter-alia*, the 2030 Agenda for Sustainable Development, the Paris Agreement on Climate Change, the Agenda for Humanity, United Nations resolutions on the UN Peacebuilding Architecture and on Sustaining Peace; the Sendai Framework for Disaster Risk Reduction, and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.

UN Charter and Universal Declaration of Human Rights

11) The United Institutions is developed affirming, guided by and rooted in the purposes and principles of the United Nations Charter and the Universal Declaration of Human Rights.

International Instruments and Conventions

12) The United Institutions is developed affirming, informed by and recognizing the important role of various multilateral agreements, international instruments, United Nations resolutions, conventions and treaties, and outcomes of United Nations conferences and summits, including, *inter alia*, the Declaration on the Right to Development, the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination Against Women, the Convention on Biodiversity, the Convention on International Trade in Endangered Species of Wild Life and Fauna, the Convention on the Law of the Sea, the United Nations Framework Convention on Climate Change, the Montreal Protocol, the Convention To Combating Desertification, the Johannesburg Declaration on Sustainable Development, the Rio Declaration on Environment and Development, the Beijing Declaration and Platform of Action, the Forced Labor Convention, the Convention Against Corruption; the Nuclear Non-Proliferation Treaty, the Comprehensive Test Ban Treaty, the Arms Trade Treaty, the Biological Weapons Convention, the Chemical Weapons Convention, the Convention on Cluster Munitions, and the Geneva Convention(s).

Overarching Strategic Considerations

13) The United Institutions is a holistic, systemic and integrated institutional mechanism and global platform for international cooperation, developed in recognition of:

1) The scope, impact, urgency and acute nature of global challenges.
2) The interconnectivity and reinforcing nature of global challenges.
3) The interlinked and mutually reinforcing nature of sustainable development, peace and security, humanitarian action, and human rights.
4) The global frameworks, agendas and global development goals adopted to address the challenges.
5) The scope, scale, complexity and ambition of the global frameworks and global development goals.
6) The interconnectivity and inter-linkages between the global frameworks, agendas and development goals.
7) The need for balanced integration of the economic, social and environmental dimensions of sustainable development.
8) The need for an action- and results-oriented approach giving due regards to all relevant cross-cutting issues with the aim to contribute to the implementation of sustainable development, sustainable peace, effective humanitarian assistance, and sustaining human rights.
9) The requirement to implement global frameworks, development goals and means of implementation using a holistic, systemic and integrated approach.
10) The system-wide capacity building requirements to enable, accelerate, institutionalize and achieve the paradigm shift from single-issue approaches towards systemic, holistic and integrated approaches.
11) The significant system-wide institutional capacity building needs and challenges for organizations and existing mechanisms (and to support institutions) in order to individually, jointly and systematically adopt the paradigm shift from single issue approaches towards systemic, holistic and integrated approaches.
12) The need for global cooperation and partnership as a fundamental requirement, means of implementation and indivisible component of global frameworks, agendas and development goals.
13) The need for increased international cooperation, given the scope of global challenges and that no actor, institution, sector, or part of the global ecosystem can solve the challenges and achieve systemic change on its own.
14) The need to revitalize the global partnership for development, and the need for intensive global engagement in the realization of the 2030 agenda and other frameworks.
15) The need to include all stakeholders, across agendas in a systemic, sustained, inclusive, integrated manner.
16) The need to strengthen, systematize and institutionalize connectivity, collaboration and knowledge exchange between existing institutions and stakeholders, at all levels.
17) The need to enhance participation and effective engagement between all stakeholders.
18) The need to promote and enable transparency and broad public participation in the implementation of sustainable development, peace and security, climate action, humanitarian assistance and human rights.
19) The need for global collective capability and dedicated global resources to match the scale and ambition of global development goals and challenges.
20) The need to pull together and leverage knowledge, expertise, capabilities, resources, commitment and momentum in an effective, efficient, integrated and systemic manner.
21) The need for infrastructure investment to strengthen international cooperation, connectivity and global collective capability.
22) The need for an enabling environment and well-functioning institutions at all levels.
23) The need to promote intergenerational solidarity for the achievement of sustainable development, taking into account the needs of present and future generations.

Comparative Advantage

14) The United Institutions comparative advantage is its mission, goals, functions and services listed herein – fulfilling requirements and providing functions that i) no existing organization, institution or mechanism currently provides; ii) that are not adequately supported by the mandates, functions and responsibilities of existing mechanisms; iii) that are not sufficiently provided for and supported within the international architecture and ecosystem of existing governance structures and institutional mechanisms, and: iv) that need to be addressed and supported in a universal, systemic, integrated and coherent manner - therefore requiring and
warranting the establishment of an institutional coordination mechanism at the global level to support and provide for these functions.

15) Emphasizing that the United Institutions is being developed to complement, connect, integrate, support and strengthen the mandates and activities of existing mechanisms; to not duplicate, replace or compete with existing structures; and to serve as a universal resource and service, in a supportive, neutral and integrating role.

16) Affirming further that the functions and services of the United Institutions - are functions that need to be provided for, supported and met - in order to realize the goals, requirements and means of implementation of the new global frameworks, non-withstanding the establishment of the United Institutions.

**Location**

17) The United Institutions permanent forum and secretariat is to be established in New York, along with the United Nations, with a view to enhance, strengthen and advance international cooperation, coordination, coherence and integration at the global level.

18) The establishment of additional United Institutions forums at the regional level may be considered to further enhance services and functions.
UNITED INSTITUTIONS
Global Strategic Framework

Chapter III: Systemic Issues and Considerations
Systemic Issues and Considerations

A Universal Service and Resource
1) The United Institutions is being established to, inter alia, strengthen global development and international cooperation; transform connectivity within the existing global development architecture; strengthen global governance; strengthen global capacity to address challenges and achieve goals; and help transform coherence, alignment, coordination and connectivity, between stakeholders at the global level.

2) The global platform is developed to complement the mandates, roles, functions and responsibilities existing mechanisms inter alia, the United Nations system, regional organizations, national governments, civil society, corporations, multi-stakeholder partnerships and other actors.

3) The United Institutions is being developed as a universal service and joint resource for institutions and organizations from the public, private and civil sectors working at national, regional and global levels, working in the fields of sustainable development, international peace and security, humanitarian assistance and human rights. It will provide institutions and organizations with a permanent platform for systemic and sustained connectivity, cooperation, coordination, knowledge exchange, alignment and integration.

4) To this end, the United Institutions is being developed based on the following underlying conditions and considerations, inter alia,

Global Architecture, Ecosystem, Mechanisms, Roles and Responsibilities

Good Governance
5) Affirming that good governance is essential in achieving sustainable development, peace and security, humanitarian assistance and human rights, and requires institutions at all levels that are effective, flexible, responsive, equitable, transparent, accountable, inclusive and democratic.

Effective Global Multilateral System
6) Affirming the “vital importance of an inclusive, transparent, reformed, strengthened and effective multilateral system in order to better address the urgent global challenges of sustainable development”86, international peace and security, humanitarian assistance and human rights.

Enabling Environment
7) Affirming the continued need for an enabling environment at the national, regional and international levels.87

International Cooperation
8) Affirming the need for strengthened international cooperation at all levels.87 88

International Law
9) Affirming full respect for international law, and the need to be grounded in the Universal Declaration of Human Rights, international human rights treaties, the Millennium Declaration and the 2005 World Summit Outcome Document, and to be informed by other instruments such as the Declaration on the Right to Development.89

International Architecture
10) Recognizing the existing international architecture and global ecosystem of governance structures, institutional arrangements, coordination mechanisms, partnerships, stakeholders and development actors at national, regional and global levels, within and across frameworks, thematic areas, sectors and levels.
Respecting Existing Mandates
11) Affirming and respecting the independent mandates, responsibilities, efforts and processes of nation states, inter-governmental organizations, coalitions, networks, forums and institutional mechanisms at national, regional and global levels, and intending that the United Institutions will support and be without prejudice to, those efforts and processes and decisions taken therein.  

Building on Existing Efforts
12) Affirming and emphasizing the need to build on the mandates, commitments, actions, resources and contributions of existing mechanisms in addressing global challenges and in the realization of global frameworks, development goals and targets.

Nation States and National Ownership
13) Affirming the national sovereignty of all countries. Affirming that national ownership is key to achieving sustainable development, sustaining peace, delivering humanitarian assistance and protecting human rights. Affirming further the need to respect the "national policy space for sustained, inclusive and sustainable economic growth...while remaining consistent with relevant international rules and commitments."  

Regional Organizations
14) Affirming the mandates, responsibilities, roles, contributions, comparative advantages and leadership of regional organizations in addressing global challenges and in the realization of global frameworks and development goals.

Intergovernmental Organizations
15) Affirming the mandates, responsibilities, roles, contributions comparative advantages and leadership of intergovernmental organizations in addressing global challenges and in the realization of global frameworks and development goals.

United Nations System
16) Affirming the mandates, responsibilities, roles, contributions, comparative advantages and leadership of the United Nations System, UN bodies, programmes, funds and specialized agencies in addressing global challenges and in the realization of global frameworks and development goals.

UN Forums and Coordination Mechanisms

Civil Society, Major Groups, Private Sector and Other Stakeholders
18) Affirming the mandates, responsibilities, roles, contributions, comparative advantages, leadership and rights of civil society, the private sector, major groups and other stakeholders, inter alia, non-governmental organizations, philanthropic foundations, corporations, business and industry, the scientific and technological community, academic institutions, think tanks, charities, local authorities, women, children and youth, indigenous peoples, volunteer groups, migrants, families, older persons, and persons with disabilities, farmers, workers and trade unions - within and across all frameworks, sectors and thematic areas, at sub-national, national, regional and global levels.

Recognition of Multi-Stakeholder Partnerships
19) Affirming the mandates, responsibilities, roles, contributions, comparative advantages and leadership of multi-stakeholders partnerships, within and across all frameworks, sectors and thematic areas, at sub-national, national, regional and global levels.
Diversification of Actors and Stakeholders
20) Recognizing the diversification of stakeholders and institutional mechanisms engaged in the fields of peace and security, sustainable development, humanitarian aid and human rights.

Stakeholders, Development Partners and Essential Contributors
21) Affirming and emphasizing that communities, governments, parliaments, regional organizations, the United Nations system, intergovernmental organizations, major groups, civil society, non-governmental organizations, the private sector, partnerships, philanthropic foundations, bilateral agencies, the scientific and technological community, academic institutions and think tanks are all essential stakeholders, contributors and vital development partners in realizing and sustaining international peace and security, sustainable development, humanitarian action and human rights.

Contributions, Commitment, Capacities and Expertise
22) Recognizing the leadership, capacities, expertise, knowledge, resources, commitments, contributions and global solidarity that communities, nation states, regional organizations, intergovernmental organizations, the United Nations system, major groups, partnerships, the private sector, partnerships, philanthropic foundations, bilateral agencies, the scientific and technological community, academic institutions, think tanks and other stakeholders are committing and contributing to realizing sustainable development, peace and security, humanitarian assistance and human rights, at national, regional, and global levels.

Global Partnership
23) Recognizing the Global Partnership for Development and its role in the implementation of the 2030 agenda. Stressing and emphasizing the principle and importance of inclusive global partnership within and across all global frameworks, inter alia, sustainable development, international peace and security, humanitarian action and human rights.

Common but Differentiated Responsibilities
24) Affirming “the principles of the Rio Declaration on Environment and Development, including, inter alia, the principle of common but differentiated responsibilities, as set out in principle 7 of the Rio Declaration.”

Involvement
25) Recognizing and acknowledging the importance of involving all relevant decision makers, in the planning and implementation of sustainable development, sustainable peace, humanitarian assistance and human rights policies.

Participation and Access
26) Recognizing that broad public participation and access to information and judicial and administrative proceedings are essential to the promotion of sustainable development, peace and security, humanitarian assistance and human rights. Recognizing further that sustainable development, peace and security, humanitarian assistance and human rights, requires the meaningful involvement and active participation of regional, national and sub-national legislatures and judiciaries, and all major groups.

Knowledge Sharing
27) Acknowledging that involvement of all stakeholders and their partnerships; and networking and experience-sharing at all levels could help countries to learn from one another in identifying appropriate sustainable development, peacebuilding, humanitarian assistance and human rights policies.

Inclusion and Voicing Concerns
28) Recognizing that “opportunities for people to influence their lives and future, participate in decision-making and voice their concerns” are fundamental for sustainable development, peace and security, humanitarian assistance and human rights, and underscoring that sustainable
development, peace and security, humanitarian crises and protection of human rights requires concrete and urgent action. Recognizing further that they “can only be achieved with a broad alliance of people, governments, civil society and the private sector, all working together to secure the future we want for present and future generations.”

People Centered Development
29) Recognizing the principle of putting people at the center in implementing, achieving and sustaining international peace and security, sustainable development, humanitarian assistance and human rights by using a holistic and rights based approach, and strengthening the voice, active participation and engagement of all stakeholder groups.

Understanding Context
30) Recognizing the importance of understanding context, and the need for holistic and context driven approaches in implementing, achieving and sustaining peace and security, sustainable development humanitarian aid and human rights, at local, national, regional and global levels.

National and Local Leadership and Ownership
31) Affirming the primacy of national and local ownership, leadership, capacities, structures, goals and targets in the achievement of sustainable development, sustainable peace, delivering humanitarian assistance and protecting human rights.

Integration, Coordination, Complementarity and Coherence of International Actors
32) Affirming that each state has ownership and the primary responsibility for sustainable development, peace and security, humanitarian action and human rights within its territory, and recognizing the need for international actors to adhere to the principles of integration, coordination, complementarity and coherence - between the contributions of international actors - and in supporting, reinforcing and complementing national efforts, systems, structures and capacities - across frameworks and thematic areas.

Development Cooperation
33) Affirming the role of effective development cooperation in the realization of sustainable development.

Busan Partnership
34) Recognizing the Busan Partnership for Effective Development Cooperation.

Principles of Partnership

Transparency and accountability
36) Recognizing the importance of transparency and accountability within and across all institutions, mechanisms, frameworks, thematic areas, sectors and levels.

Independence of Stakeholders
37) Recognizing the importance of independence of stakeholders.
Systemic Issues, Requirements and Challenges

Global Development

Global Challenges
38) Recognizing global challenges facing the world’s people and the planet, including, inter alia, poverty, hunger, malnutrition, famine, child mortality, disease, epidemics, water scarcity, humanitarian crisis, refugee crises, inequality, gender discrimination, education challenges, armed conflicts, terrorism, extremism, violence, intolerance, racism, xenophobia, genocide, global economic challenges, unemployment, corruption, biodiversity loss, endangered species, pollution, deforestation, ocean depletion, desertification, environmental degradation and climate change.

Inter-linkages Between Challenges
39) Recognizing the interconnectivity between global challenges. Recognizing further the mutually reinforcing effects that they have on each other, as well as the compounding effect of the challenges.

Achievements to Date
40) Recognizing the significant achievements in addressing global challenges over the last few decades. Recognizing further the vital contributions of all stakeholders, in this regard.

Persisting Global Challenges
41) Recognizing and emphasizing that despite achievements the world still faces pressing global challenges and stressing that widespread need and suffering remain. Recognizing further that the scale and scope of global challenges continue to be immense. Recognizing also that in addition to persistent long-term global challenges, the world also faces new and emerging challenges.

Stretched Global Capacity
42) Recognizing the scale and scope of global challenges are stretching the collective global capacity to meet them, and recognizing further that many crises and challenges are not being adequately addressed.

Need to Advance Global Efforts
43) Recognizing the need to strengthen, advance and accelerate global efforts in addressing global challenges and in realizing sustainable development, peace and security, humanitarian response and human rights.

Efforts to Improve Global Development
44) Recognizing the significant efforts, commitments and achievements of stakeholders and the international community as a whole in strengthening and improving policies, approaches, practices and implementation of sustainable development, peace and security, human rights and humanitarian assistance, at all levels.

A New Era of Global Development
45) Recognizing that the international community has committed itself to a new era of global development, cooperation and transformation, with the adoption of a host of transformative and interlinked frameworks, inter alia, the 2030 Agenda for Sustainable Development, the Paris Agreement on Climate Change, the Agenda for Humanity, United Nations resolutions on the UN peacebuilding architecture and on sustainable peace, the Sendai Framework for Disaster Risk Reduction, and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development
Systemic Global Change
46) Recognizing that these frameworks together form a shift towards systemic, integrated and comprehensive global change, with the goal of safeguarding the wellbeing of the planet and people, and building a sustainable, equitable, prosperous and peaceful world for all, leaving no one behind.

Urgency of Meeting Challenges and Achieving Goals
47) Recognizing the critical importance and urgency of addressing global challenges, and in realizing the new global frameworks and development goals. Recognizing further the immense consequences should stakeholders and the international community fail to address the challenges and fail to meet the agreed upon development goals, and recognizing the effects this would have on people and planet. Stressing that every effort has to be brought to bear in addressing challenges and in the achievement of the goals.

Means of Implementation Need to Match Ambition of Frameworks
48) Recognizing that achieving the ambitious new global frameworks including the sustainable development goals “will require an equally ambitious, comprehensive, holistic and transformative approach with respect to the means of implementation, combining different means of implementation and integrating the economic, social and environmental dimensions of sustainable development” and recognizing further that “this should be underpinned by effective, accountable and inclusive institutions, sound policies and good governance at all levels.”

Harnessing Synergies Between Development Goals and Across Frameworks
49) Recognizing the need to identify actions and address critical gaps relevant within and across all the frameworks, including the sustainable development goals, with an aim to harness their “considerable synergies, so that implementation of one will contribute to the progress of others”.

The Need for Transformation.
50) Recognizing the broad consensus that ‘business as usual’ will not work in realizing the new frameworks, agendas and global development goals. Recognizing that the frameworks call for transformation across society as a whole, and in all aspects of the agendas including policies, governance, institutional arrangements, engagement, implementation, programmes, monitoring and review, and in all thematic areas, including inter alia, global health, eradication of poverty, humanitarian action, protection of human rights, conflict prevention and peacebuilding, global consumption and production patterns; energy usage; resource mobilization; adaptation and mitigation; disaster risk reduction; and the management of earths ecosystems. It will require new transformative ways of doing business; gathering and utilizing knowledge and data; financing public good; cooperating across sectors; and working together in global solidarity with a common vision, goals and shared responsibility.

Adopting Systemic and Integrated Approaches
51) Recognizing the broad consensus that achieving the new global agendas and transforming our world, across society as a whole, will require the adoption of systemic thinking and holistic and integrated approaches, within and across all frameworks, thematic areas, sectors and institutions, at all levels, local, sub-national, national, regional and global. It will require a “society as a whole” approach and integrated policies, implementation, monitoring and review processes, that account for the inter-linkages, interdependencies, inter-connections, synergies and tradeoffs across global challenges, frameworks, thematic areas, development goals and targets.

52) Recognizing that new global frameworks “represent a major turning point in the global efforts to tackle existing and future challenges in all countries. In order to respond efficiently to all of the agreements, effective use of best available knowledge, innovative thinking, leadership, coordination mechanisms and partnerships are vital. Synergies between policies, programmes and institutions, need to be highlighted and supported by the alignment of actions. This will require the engagement of stakeholders at all levels, as well as the breaking down of traditional silos to be replaced by more integrated partnerships that reflect a more holistic approach.”
Paradigm Shift
53) Recognizing that the adoption of systemic and integrated approaches signifies a major paradigm shift from how society as a whole, institutions, governments, individual stakeholders, the global development ecosystem, and how global development processes, have operated up until now. Recognizing that the international community, and society as a whole has used single-issue approaches in addressing any given issue, whether that be policy development, poverty eradication, economic empowerment, education, health, climate change, security, or environmental protection.

54) Recognizing that there is now scientific evidence and broad consensus that single issue approaches only partially achieve to address the challenges, do no achieve systemic change and sustainable impact, and often result in adverse affects and trade offs on other issues.

55) Recognizing further that the paradigm shift from single issue approaches to systemic approaches will require all stakeholders and institutions to make major changes and transform how they work, operate and function. Recognizing also the knowledge, data and expertise that needs to be brought to the table; the breadth of activities that will needed to be included and accounted for; and the range of processes and stakeholders that have to be engaged.

56) Recognizing also that the paradigm shift to systemic approaches will require institutions to update, transform and/or create new governance arrangements, institutional arrangements, decision making processes, policies, strategic planning, development, implementation, program coordination and ways of cooperating, in order to make sure that they are “fit for purpose” for the implementation of the various frameworks.

Mindset Change
57) Recognizing that the paradigm shift to systemic approaches will require institutions, stakeholders, development practitioners, governments and citizens, to adopt a new mindset. A new mindset where stakeholders approach their activities, the activities of other stakeholders, and the activities of society-as a whole, through a systemic viewpoint - accounting for the inherent interconnectivity and indivisibility between all stakeholders and activities of society.

58) Recognizing further that this mindset will require institutions, departments, stakeholders, governments, businesses and civil society, to move from single stakeholder and single issue approaches, to a system-wide approach, and from a “us versus them” prism - to an “all of us together” systemic viewpoint.

59) Recognizing also that the well-being of the planet and people - depend on the adoption and implementation of this mindset in all aspects of society. Recognizing also that this mindset change will have profound effects on inter alia policy coherence, cooperation and implementation, within and across the fields of sustainable development, peace and security, humanitarian assistance and human rights.

System-Wide Paradigm Shift
60) Recognizing that the paradigm shift and transformation to systemic approaches is required system-wide and at all levels, national, regional and global. Recognizing that the change needs to be universal and applies to all stakeholders, including, inter alia governments, ministries, parliaments, intergovernmental organizations, the private sector, civil society, partnerships, processes and mechanisms.

Reforms and Investments
61) Recognizing that all stakeholders have to make institutional reforms and investments to become “fit for purpose” for the new global agendas and goals. These changes include, inter alia, mindset, mission, goals, coherence, management, operations, institutional frameworks, collaborative culture, partnership capability, competencies, connectivity, innovation, knowledge exchange, participation, transparency and accountability.
Resource and Capacity Building Needs

62) Recognizing that the new frameworks, their implementation, and the required paradigm shift to systemic change place significant resource and capacity building needs on stakeholders and institutions, and on the global architecture and ecosystem as a whole.

63) Recognizing that stakeholders will be required to individually, collectively and systemically invest in development and implementation of, inter alia, new knowledge, data, expertise, resources, capacities and operating procedures; enhanced coherence, communications, cross-sectoral cooperation, institutional arrangements, governance structures and coordination mechanisms; systemic and sustained connectivity between stakeholders; robust monitoring, evaluation, reporting and accountability mechanisms; adequate financial resources; enhanced integrated processes; and integrated delivery mechanisms.

64) Recognizing further that implementing these new capabilities and changes will require, inter alia, strong political will and commitment, leadership, sound management, coordination and flexibility, a culture of learning, innovation, transparency, inclusion and openness.

Complexity and Resource Needs

65) Recognizing that the requirements and changes required to adopt systemic and integrated approaches are extensive, complex, costly and time intensive and difficult to implement.

Current Adoption Rate is Uneven and Insufficient

66) Recognizing that the current rate of adoption of systemic and integrated approaches, and implementation of institutional reforms and investments is uneven and insufficient in many areas.

Challenges to Paradigm Shift

67) Recognizing the challenges facing stakeholders system-wide in adopting systemic and integrated approaches and in achieving the level of systemic thinking, innovation, integration, inclusion collaboration, connectivity required for the implementation of the frameworks. These challenges include, inter alia, stretched budgets and resources, lack of pooled financing, knowledge, expertise, resources, platforms, and available support mechanisms.

68) Recognizing further and stressing that the primary focus of stakeholders is on addressing urgent global challenges and crises, which constrains and limits their capacity to also implement institutional reforms and investments. Recognizing further, that historically there has also been areas of insufficient progress and setbacks, within sustainable development, due to external factors such as multiple financial, economic and food and energy crises, which have threatened the ability of all countries, in particular developing countries, to achieve sustainable development.

Structural Challenges to Paradigm Shift

69) Recognizing that stakeholders further face challenges of implementation due to critical structural challenges and shortcomings within the global ecosystem as a whole, inter-alia, entrenched silos, fragmentation between thematic areas, institutions and stakeholders, competition, lack of coordination, a lack of connectivity between frameworks, thematic areas and actions taken by individual mechanisms and stakeholders; donor fatigue and funding challenges exasperated by global financial instability. These are critical obstacles that significantly impede the rate of transformation, implementation and achievement of development goals and objectives.

Adoption Rates Could Impede Realization of Frameworks

70) Recognizing that the slow adoption rates may impede the implementation and the realization of global frameworks and development goals by set target dates.

Accelerate Paradigm Shift

71) Recognizing the need to accelerate the adoption of the paradigm shift to systemic change and integration, through increased investment, capacity building, cooperation, training, knowledge
exchange and mindset change by all stakeholders, at all levels.

**Investing in Systemic Change and Integration**

72) Recognizing the need for adequate investment in strategic support services, institutional mechanisms and institutional framework - to support stakeholders, existing mechanisms and the ecosystem as a whole in addressing and meeting system-wide requirements, complexities, capacity needs, acceleration needs, and structural challenges related to adopting and implementing systemic and integrated approaches, engagement, knowledge exchange, cooperation and development.

**Investing in Systemic Change and Integration System-Wide**

73) Recognizing that the need for investment in strategic support, institutional mechanisms and institutional framework for systemic change and integration - is system-wide and applies to all levels - institutional, national, regional and the international level.

**Limited Institutional Mechanisms and Investment at Global Level**

74) Recognizing the limited investment, strategic institutional mechanisms and institutional framework for systemic change and integration, across frameworks, thematic areas and sectors, available to stakeholders - at the global level.

75) Acknowledging important mechanisms and changes being undertaken within the UN system including inter alia, the High-Level Political Forum, and other intergovernmental fora, as well as the creation of single sector specific platforms supporting the private sector as well as civil society.

76) Stressing and emphasizing, however the lack of institutional mechanisms enabling stakeholders to engage and work together on, inter alia, systemic and sustained integration and harmonization - across frameworks, sectors and thematic areas, at the global level. Recognizing and stressing further the resulting lack of coherency, cross-sector cooperation, coordination, alignment, leveraging and integration at the global level.

**Indivisibility Between Realizing Global Goals and Investing in Integration**

77) Recognizing that the realization of the global frameworks and global development goals is dependent on stakeholders and the ecosystem as a whole, making the required changes and investments in adopting systemic and integrated approaches, system-wide.

78) Recognizing that without these investments, countries and stakeholders will not be able to meet targets and realize the development goals. This dependency stems from the indivisibility between the sustainable development goals and the means of implementation, including the global partnership for development, systemic approaches, stakeholder engagement, commitments and participation, investments for the paradigm shift, as well as addressing related systemic short-comings and challenges.

**Economic Incentives**

79) Recognizing the economic incentives and benefits of investments towards system-wide paradigm shift. System-wide investment and adoption will ensure that development goals within and across all frameworks can be achieved - while failure to invest will likely result in goals not being achieved due to lack of implementation of systemic means of implementation and lack of transformation. Recognizing further that early investment will reduce costs and save funds in the long term, while late investment could result in far higher costs in the long-term.

**Comparative Low Cost**

80) Recognizing that the cost of investments required for the paradigm shift to systemic change are minimal compared to the overall cost of implementing and realizing the new global frameworks. Achieving the sustainable development goals alone are estimated to cost anywhere from $3-$7 trillion a year. Recognizing that the investments towards achieving the frameworks will
not reach their goals, if the global system is not adequately adapted and ‘fit-for-purpose’ to implement the frameworks correctly, and if stakeholders do not implement these investments in a holistic, systemic and integrated manner. Recognizing and stressing therefore that the stakeholder investments in the paradigm shift to systemic approaches and systemic means of implementation are crucial to ensure that the overall global investment is utilized correctly.

**Overarching Economical Incentive**
81) Recognizing further that the international community **cannot afford to not make the requisite investments**. The global frameworks cannot be achieved without the implementation of systemic and integrated approaches, and systemic means of implementation. Failure of achieving the goals will be far more costly for the international community, people and planet, in terms of, inter alia, the resulting climate change, biodiversity loss, poverty, hunger, disease, conflict and environmental degradation.

**Governance**

**Recognition of Need to Enhance Governance at All Levels**
82) Recognizing that “effective governance at the local, sub-national, national, regional and global levels representing the voices and interests of all is critical for advancing sustainable development.”

83) Recognizing further that “stronger and more effective governance mechanisms and processes are required at national, regional and global levels, that are transparent, ensure accountability and fairness, enhance the participation of all stakeholders in a meaningful way.”

84) Recognizing that “addressing development challenges is complex because it involves multiple sectors, a broad range of stakeholders and must take into account trans-disciplinary, as well as trans-boundary dimensions.”

**Improved and More Effective Institutional Framework**
85) Recognizing the importance of a strengthened institutional framework for sustainable development, peace and security, humanitarian assistance and human rights “which responds coherently and effectively to current and future challenges and efficiently bridges gaps in the implementation of the sustainable development,” peacebuilding, climate change, humanitarian assistance and human rights frameworks and agendas.

**Improved and more Effective Institutional Framework for Sustainable Development**
86) Recognizing that the institutional framework for sustainable development “should integrate the three dimensions of sustainable development in a balanced manner and enhance implementation by, inter alia, strengthening coherence, coordination, avoiding duplication of efforts and reviewing progress in implementing sustainable development.” Recognizing further that it “should be inclusive, transparent and effective and that it should find common solutions related to global challenges to sustainable development.”

87) Recognizing that an “improved and more effective institutional framework for sustainable development at the international level should be consistent with the Rio Principles, build on Agenda 21 and the Johannesburg Plan of Implementation and its objectives on the institutional framework for sustainable development, contribute to the implementation of our commitments in the outcomes of United Nations conferences and summits in the economic, social, environmental and related fields and take into account national priorities and the development strategies and priorities of developing countries”.
88) Recognizing the resolve of the signatories of the Rio Outcome Document to “strengthen the institutional framework for sustainable development, which will, inter alia:

(a) Promote the balanced integration of the three dimensions of sustainable development;

(b) Be based on an action- and result-oriented approach giving due regard to all relevant cross-cutting issues with the aim to contribute to the implementation of sustainable development;

(c) Underscore the importance of interlinkages among key issues and challenges and the need for a systematic approach to them at all relevant levels;

(d) Enhance coherence, reduce fragmentation and overlap and increase effectiveness, efficiency and transparency, while reinforcing coordination and cooperation;

(e) Promote full and effective participation of all countries in decision-making processes;

(f) Engage high-level political leaders, provide policy guidance and identify specific actions to promote effective implementation of sustainable development, including through voluntary sharing of experiences and lessons learned;

(h) Enhance the participation and effective engagement of civil society and other relevant stakeholders in the relevant international forums and in this regard promote transparency and broad public participation and partnerships to implement sustainable development;”

89) Recognizing further the need for an improved and more effective institutional framework for sustainable development “which should be guided by the specific functions and mandates involved; address the shortcomings of the current system; take into account all relevant implications; promote synergies and coherence; seek to avoid duplication and eliminate unnecessary overlaps within the United Nations system; and reduce administrative burdens and build on existing arrangements”.

Strengthened and Reformed Global Multilateral System
90) Reiterating the “vital importance of an inclusive, transparent, reformed, strengthened and effective multilateral system” in order to better address the urgent global challenges of sustainable development, international peace and security, humanitarian aid and human rights.

Strengthened United Nations Coherence and Coordination
91) Recognizing “the need to strengthen United Nations system-wide coherence and coordination, while ensuring appropriate accountability to Member States, by, inter alia, enhancing coherence in reporting and reinforcing cooperative efforts under existing inter-agency mechanisms and strategies to advance the integration of the three dimensions of sustainable development within the United Nations system, including through exchange of information among its agencies, funds and programmes, and also with the international financial institutions and other relevant organizations such as the World Trade Organization (WTO), within their respective mandates.”

Strengthened Global Ecosystem Coherence, Integration and Coordination
92) Affirming and highlighting, along with the need to strengthen United Nations system-wide coherence and coordination, and the need to strengthen the global multi-lateral system, the equally important need to strengthen coherence, integration and coordination between institutions and mechanisms within the global ecosystem as a whole, across frameworks, agendas and levels.
93) Recognizing further that these processes should be implemented in a systemic, coherent, integrated and sustained matter, in order to fully support and enable the realization of frameworks and agendas.

**Global mechanisms That Support and Enable Changes in the Field**

94) Recognizing and highlighting findings in United Nations Secretary Generals report on the repositioning of the UN system stating that “while the focus remains on improved delivery on the ground, strengthened coherence and thought leadership will greatly depend on our actions at the global level. The impact of previous reform efforts have frequently been limited by the lack of commensurate efforts or progress at the headquarters level. In interviews with [UN] Country Team members and Resident Coordinators, greater coordination, coherence and harmonization at the global level were repeatedly underscored as critical conditions for improvements to the functioning of UN Country Teams. There is a sense that some significant advances in working better together and reducing silos at the field level have not been consistently matched at headquarters.”

95) Noting further that these findings apply beyond the UN and apply to larger global system as a whole.

**The Role of States and Intergovernmental Organizations in Convening Stakeholders**

95) Recognizing that nation states and intergovernmental organizations have the primary responsibility and role for supporting, convening and providing an enabling environment for stakeholder engagement at national, regional and global levels.

**The Role of United Institutions in Convening Stakeholders**

96) Affirming and highlighting that the establishment of the United Institutions does not overlap, duplicate, replace, remove, or compete with the responsibility of governments and intergovernmental organizations to support, strengthen and provide for multi-stakeholder engagement within their institutional arrangements. Affirming further that the United Institutions is intended to complement governmental, intergovernmental and United Nations forums at the global level. Affirming also that the United Institutions is being established to provide services and functions that are not being provided for at the global level.

**Means of Implementation**

97) Recognizing the importance of the means of implementation of the new global frameworks, and that they need to be as ambitious as the goals and targets. Recognizing further that the means of implementation need to be afforded equal attention, together with other goals and targets, and that the goals and targets of the new frameworks cannot be achieved without the means of implementation.

**Goals indivisible from Means of Implementation**

98) Recognizing that the goals of the new frameworks are indivisible from their means of implementation.

**Systemic Means of Implementation**

99) Recognizing the importance of Systemic Means of Implementation. Recognizing further the need to implement the Systemic Means of Implementation at national, regional, international and systems levels. Recognizing further that realization of all the frameworks depend on the implementation of the Systemic Means of Implementation, within and across the frameworks and thematic areas.

**Interlinkages Between Systemic Means of Implementation**

100) Recognizing the interlinkages between Systemic Means of Implementation and noting that they have to be implemented in a systemic, coherent and integrated manner, at all levels.
Means of Implementation Nexus
101) Recognizing the importance of understanding, navigating and realizing the Means of Implementation Nexus, at all levels.

Global Approach
102) Recognizing the need for a systemic and transformative global approach to the implementation of systemic means of implementation and the MOI Nexus. Recognizing further the need for an inclusive process in developing and implementing a global approach.

International Cooperation

Global Partnership
103) Recognizing the importance of global partnership within and across sustainable development, peace and security, humanitarian assistance and human rights.
104) Recognizing the importance of a revitalized Global Partnership for Development. Recognizing further that global development goals and targets won’t be achieved without a revitalized and enhanced Global Partnership and comparably ambitious means of implementation.

Facilitation of an Intensive Global Engagement
105) Recognizing the global partnership for development is required to “facilitate an intensive global engagement in support of the implementation of all the goals and targets, bringing together Governments, the private sector, civil society, the United Nations system and other actors and mobilizing all available resources”.

Global Partnership for Development Requirements
106) Recognizing that a revitalized and strengthened global partnership for mobilizing the means of implementation needs to (i) address the social, economic and environmental dimensions in an integrated manner; (ii) build on existing commitments and governance structures, ensuring that new initiatives reinforce previous successes; (iii) reinforce coherence in the implementation of a universal post-2015 agenda, leveraging resources across diverse funding mechanisms; and (iv) strengthen governance and accountability frameworks, providing for multi-stakeholder engagement, including for financing, technology innovation and diffusion, and capacity building for people and institutions.

Strengthening Connectivity and Cooperation within the Global Partnership
107) Recognizing the need for strengthened, systemic and sustained connectivity, engagement, cooperation and coordination within the global partnership across sustainable development, peace and security, humanitarian assistance and human rights, in order to achieve the level of coherence, integration, harmonization, partnership, solidarity, inclusion, development, implementation and follow-up to realize the frameworks global development goals and targets.

Universal Participation
108) Recognizing the need for universal participation from all stakeholders of society, and the need to include all relevant stakeholders in policy, decision making, implementation, monitoring and review processes, while guided by national development plans and respecting national ownership.

Reinvigorating Political Will and Raise the Level of Commitment
109) Recognizing the need to “reinvigorate political will and to raise the level of commitment by the international community” to move the sustainable development, peace and security, humanitarian and human rights agendas forward, through the achievement of the internationally agreed development goals.
Enhance Collective Capacity to Drive Agendas
110) Recognizing the need to enhance collective global capacity to coordinate, align and consolidate political will, commitments, leadership, expertise and resources in a systemic, sustained and efficient manner - to support and drive the implementation of global frameworks and development goals at all levels – national, regional and global levels.

Enhance Collective Capability to Sustain Ambition, Coherency, Commitment
111) Recognizing the need for institutional support to build and establish the capacity to keep the level of ambition, coherency and shared commitment to the global frameworks, goals and targets - in action throughout the implementation stage and beyond.  

Leveraging Stakeholder Contributions
112) Recognizing the significant commitment, expertise and contributions from institutions and stakeholders at all levels, recognizing the need for stakeholders to coordinate and collaborate in a systemic and integrated manner, and recognizing the need to provide institutional support to systemically, coherently and adequately - mobilize, harness, capitalize, share, integrate and leverage individual and collective contributions, inter alia, leadership, solutions, strategies, tools, best practices, knowledge, understanding of what works and what doesn’t work, expertise, research, innovation, resources, capacity, programs and commitments - in the achievement of the new global frameworks, at all levels - national, regional and global.

113) Recognizing further, that these processes should be guided by national development policies, national and local contexts, as well as trans-boundary, regional and international level considerations and requirements.

Harmonizing Global Efforts
114) Recognizing the need to harmonize global efforts between national, regional and global levels and recognizing further that harmonization should by done in a systemic and integrated manner, and be guided by national development plans, national and local contexts, as well as trans-boundary, regional and international level considerations and requirements.

Synchronizing, Harmonizing and Coordinating Efforts Across Global Frameworks
115) Recognizing the need to harmonize, synchronize and coordinate efforts, strategies, policies, and programs of existing mechanisms - across frameworks, thematic areas and sectors, and that these processes should by done in a systemic and integrated manner, and be guided by national development plans, national and local contexts, as well as trans-boundary, regional and international level considerations and requirements.

Support for Innovation
116) Recognizing the need for innovation across multiple organizing functions, inter alia, technology, coherence, integration, cross-sectoral nexus approaches, connectivity, collaboration, coordination, organizing, multi-stakeholder engagement and governance, in the implementation of global frameworks and development goals, and recognizing the need for institutional mechanisms, tools, support and enabling environments to support these requirements, and to support the implementation and leveraging of these innovations.

Building on Existing Platforms and Mechanisms
117) Recognizing the need to build on existing platforms and processes, where these exist, avoid duplication and respond to national circumstances, capacities, needs and priorities.

Unprecedented Level of Cooperation and Coordination
118) Recognizing that no single actor, partnership or group of stakeholders can achieve the frameworks, goals and targets by themselves, and that implementation of the frameworks instead will require a “whole-of-society” approach involving all stakeholders. Recognizing further that the ‘whole of society’ approach, as well as the complexity and ambition of the goals, will require and an unprecedented level of cooperation and collective action at all levels. Highlighting and
emphasizing that the level of cooperation, the complexity of the cooperation, the complexity of the issues being resolved, and the number of stakeholders and mechanisms that need to be engaged, are significantly higher than during previous eras.

**Structured, Systemic and Integrated Cooperation**
119) Recognizing that cooperation and engagement needs to be structured, systemic, integrated and sustained throughout the implementation of the global frameworks and beyond.

**Coordinated and Coherent Stakeholder Activities**
120) Recognizing that stakeholder activities and actions, within and across frameworks, thematic areas, sectors and levels, need to be performed in coordination with the actions of other stakeholders on national, regional and global levels.

**Investing in Systemic and Sustained Cooperation**
121) Recognizing the need for institutional investments to support and enable structured, systematic, integrated, sustained and institutionalized cooperation, coordination and connectivity, at all levels.

**Working Together Across Issues: Institutions for Cross-Sectoral Cooperation**
122) Reiterating that systemic and integrated approaches to sustainable development, peace building and humanitarian assistance - require stakeholders to work together within and across frameworks, thematic areas and sectors, in a systemic, integrated and sustained manner, at all levels.

123) Recognizing, to this end, that governance structures, institutional arrangements and partnerships at all levels are required to be strengthened, enhanced and transformed, and in some cases new ones created, to provide for inclusive and comprehensive stakeholder engagement, collaboration and decision-making processes that, inter alia,

1) Address cross-sectoral issues,
2) Apply systemic, integrated tools and approaches,
3) Manage the complexities of systemic cross-sectoral cooperation and stakeholder engagement,
4) Convene all relevant stakeholder groups in an inclusive, transparent, equitable, efficient, systemic, integrated and sustained manner,
5) Connects and coordinates with other existing mechanisms in a transparent, efficient, systemic, integrated and sustained manner, and,
6) Are adequately mandated, organized, equipped and resourced to manage these requirements.

**Adapting Specialized Single-Issue and Single-Sector Platforms**
124) Recognizing the vital contributions of specialized single-issue, single territory and single-sector platforms and partnerships. Recognizing that a majority of existing platforms, mechanisms and partnerships are single-issue, single-sector or single territory. Recognizing further that single-issue/sector/territory platforms, as all other mechanisms, institutions and stakeholders, will be required to adapt to systemic and integrated approaches in their work, accounting for the interlinkages with other issues, and the activities of other platforms and stakeholders.

**Supporting and Strengthening Specialized Single-Issue Platforms**
125) Recognizing the need to support and enable specialized single-issue stakeholder platforms to adopt to systemic approaches. Recognizing further the need for single-issue stakeholder platforms to collaborate closely with other platforms and stakeholders within their area of specialization and across other thematic areas, in a systemic, integrated and sustained manner.
Integrator Platforms
126) Recognizing the need for “integrator” platforms at national, regional and global levels. Recognizing integrator platforms as institutional mechanisms that bring together specialized single-issue, single-sector and geographically localized platforms and stakeholders at national, regional and global levels, for dialogue, knowledge exchange, cooperation and decision-making.

127) Recognizing that integrator platforms enable stakeholders to inter-alia,

a. Address cross-sectoral integration issues, not possible within individual specialized platforms.
b. Establish an integrated and systemic view of inter-linkages, gaps, requirements progress, challenges and emerging trends.
c. Link individual platforms together to ensure coherency and integration.
d. Link platforms and stakeholders from local, sub-national, national, regional and global levels.
e. Connect, integrate and leverage activities, efforts and contributions of platforms, institutions, stakeholders and mechanisms.
f. Enable cooperation, coordination, coherence, strategic planning, knowledge exchange and collective action across the ecosystem of individual platforms, and across frameworks, thematic areas, sectors, and levels.

Integrator Platform at Global Level
128) Recognizing the ‘integrator’ function that the United Nations provides to governments at the global level, through inter alia, UNGA, ECOSOC, HLPF and UNDP.

129) Stressing, that there exists no universal integrator platform at the global level that supports and enables stakeholder groups across frameworks, thematic areas and sectors to connect and engage in systemic, integrated, structured and sustained - deliberation, cooperation, coordination, knowledge exchange, decision making and collective action - across frameworks, thematic areas and sectors, including on critical areas such as inter alia, international community support for national level policy and implementation; trans-boundary issues; and international dimensions.

130) Reiterating, that fragmentation and silos are entrenched at the international level and recognizing the need for increased connectivity, collaboration and coherence at the international level to ensure better coordination, harmonization, innovation, scaling, national level support, and leveraging of collective efforts, in this regard.

Missing Integrator Capacity at the Global Level
131) Recognizing and emphasizing that the lack of a universal integrator platform at the global level presents a gap in capacity for stakeholders to engage, collaborate and address global level objectives.

Benefits of Global Level Integrator Platform
132) Recognizing that a universal integrator platform at the global level would, inter alia, allow institutions and mechanisms to take a holistic and systemic view of thematic areas, activities, efforts, data, progress and areas requiring attention, from the global level perspective, not possible at national level or when viewing from a single issue or single sector approaches.

133) Recognizing further that a universal integrator at the global level would further function to strengthen and advance global capacity to capture breakthrough knowledge, initiatives, innovation, solutions and best practices at institutional, sub-national, national and regional levels, and leverage them across frameworks, thematic areas, sectors, and levels - while cognizant of the need for context, the need for local leadership, the need to be informed by efforts by existing mechanisms, and to be guided by national level development plans and requirements.
134) Recognizing also that a universal integrator at the global level would further serve to support, strengthen and sustain the level of individual and collective commitment, engagement, ambition, solidarity and team spirit, and to help revitalize, reinvigorate, institutionalize and sustain global partnership. Recognizing further that it would also function to structure engagement and cooperation at the global level, making it more systemic, structured and meaningful and less fragmented, ad-hoc and random.

**Integrator Platforms: Benefits to Stakeholders**

135) Recognizing that integrator platforms are cost effective mechanisms to build sector capacity, improve cooperation, aggregate and leverage collective commitments and investments, and strengthen capacity within the participating institutions, partnerships and mechanisms.

136) Recognizing further that integrator platforms enable participating institutions to take advantage of and share significant aspects of their own ‘resource needs’ related to cross sectoral cooperation, coordination and engagement, partnering, learning, sharing, integration with other mechanisms, which comes at a significant cost for individual institutions, and often is treated as an afterthought rather than a strategic requirement - resulting in often sporadic, ad-hoc, un-planned, insufficiently funded, under developed and uncoordinated efforts within the operations of each individual institution. Integrator platforms instead provide these services to all stakeholders collectively supporting them in their individual and collaborative work, in the achievement of systemic and integrated polices and implementation.

137) Recognizing further the significant advantage of consolidating the collective individual connectivity needs of multiple institutions under one coordinating mechanism, as opposed to requiring each institution to individually establish and sustain the capacity, resources and mechanisms to connect to all other related mechanisms, and to engage with them in-depth and coherently, and without the insight, coherence of doing so systemically together. An integrator platform allows institutions to connect together as group, allowing for better coherence, transparency, innovation, leverage, cooperation, connectivity and continuity.

138) Recognizing further cost considerations, with a view to policy and implementation, as integrator platform services save costs across all institutions. Recognizing also the reduced cost to achieve the goals, when all parties are coordinated and working together.

139) Recognizing further that integrator platforms inter alia, significantly strengthen as well as simplify the process of connectivity, coordination, cooperation; enable the institutionalization of the connectivity and collaborative process; allow for systemic and integrated connectivity and cooperation; allow for strengthening of relationships and building trust between stakeholders; allow for a comprehensive structure for engagement between individual mechanisms and for the system as a whole; and provide individual institutions with a dependable long term mechanism and solution that will help the sector as a whole to move forward as one, leaving no one behind and ensuring that all parts are talking to each other, in a systemic and integrated manner.

140) Recognizing further that achieving strengthened mechanisms, ecosystem and engagement require new levels of support, capacity, funding and competencies system wide, and requires stakeholders to become experts at cross sectoral working, thinking and partnering.

**Cooperation at the International Level**

141) Recognizing and highlighting the need for strengthened international cooperation - at the international level. Noting that while implementation of the new frameworks needs to be rooted at the national level, the frameworks also require strengthened and increased engagement, coherence, coordination and cooperation between stakeholders at regional and global levels including, inter alia, strengthened, systemic and sustained global coordination, support and assistance to governments and stakeholders in achieving national development plans; addressing of trans-boundary and regional issues; and addressing international level considerations and dimensions.
Noting that international level issues cover a host of interrelated issues across all frameworks and levels, including inter alia, sustainable development, humanitarian aid, peace and security, peace building, conflict resolution, human rights, equality among nations, international law, climate change, global trade, debt, taxation, systemic change, policy development and implementation, policy coherence, means of implementation, revitalization of the global partnership; technology transfer, inclusion and participation, monitoring and review processes, knowledge exchange, south-south cooperation, north-south cooperation, triangular cooperation, global connectivity; strategic relationships and engagement between global actors, reform of the multi-lateral system, United Nations system coherence, coordination and activities, global governance, the international architecture and the global ecosystem as whole.

Strengthening International Cooperation
143) Recognizing the complexity of the issues addressed at the international level, the inter-linkages and inter-connectivity between the issues; the challenges facing stakeholders in addressing them; the need for all stakeholder groups to participate in the deliberative and decision making processes, and recognizing the need to address the issues in a systemic and integrated manner.

144) Recognizing further that these requirements and challenges require significantly strengthened and transformed, systemic, integrated and sustained connectivity, collaboration, integration and cooperation at the international level.

145) Recognizing that the strengthening of international cooperation needs to be implemented coherently within and across institutions across all frameworks, including inter alia through improved institutional support, systemic processes, coordination, coherence, inclusion, participation, engagement and knowledge exchange, and will require improved, systemic and sustained institutional frameworks, tools, competencies and investments within mechanisms and individual institutions and stakeholders, system-wide.

Policy Coherence Within and Across All Frameworks
146) Recognizing the need for strengthened policy coherence within and across sustainable development, peace and security, humanitarian assistance and human rights. Recognizing further the need to strengthen capacity for policy coherence at all levels, the need for supportive governance and institutional mechanisms, and the need to strengthen stakeholder engagement and cooperation on policy coherence at all levels, in this regard.

Enhancing Policy Coherence for Sustainable Development
147) Recognizing that the 2030 Agenda for Sustainable Development calls for enhanced policy coherence for sustainable development, as an integral part of the means of implementation.

148) Recognizing that “policy coherence is critical to capitalize on synergies among SDGs and targets, between different sectoral policies, and between diverse actions at the local, regional, national and international levels.” Recognizing that Policy Coherence for Sustainable Development is “fundamental to inform decision-making and manage potential trade-offs and tensions between policy objectives, such as: economic growth, human wellbeing, and environmental protection and natural resource preservation.”

149) Recognizing that transitioning from Policy Coherence for Development (PCD) to Policy Coherence for Sustainable Development (PCSD) and “from the Millennium Development Goals (MDGs) to a universal sustainable development framework calls for updating current approaches to promoting policy coherence, and making sure that existing institutional mechanisms are “fit for purpose” for the implementation of the 2030 Agenda.”

150) Recognizing further that institutional mechanisms “need to be reconfigured to respond effectively to the vision and needs of the new agenda. This will include mechanisms that: i) fully engage the whole government beyond foreign affairs, development ministries and aid agencies;
ii) have the mandate and capacity to manage the diverse interactions between sectoral policies—policy tensions, trade-offs and synergies—and between domestic and international policies; iii) ensure a more systematic consideration of the effects of policies ex ante, during and ex post; iv) involve key stakeholders particularly CSOs and the private sector; and v) mobilise the national installed capacity for strengthening monitoring and reporting systems.”

Effective Development Cooperation
152) Recognizing that implementing the 2030 Agenda “will require not just more resources, but collective efforts to improve the quality, effectiveness and impact of development co-operation.” Recognizing further that “achieving the SDGs will be as much about the effectiveness of development cooperation as it is about the quantity and form such cooperation takes. The 2030 Agenda for Sustainable Development is marked by, inclusion, integration, and universality, with a fundamental shift expected in development finance architecture. Improving the effectiveness, quality and impact of development cooperation in this context will require partnerships, innovative approaches and the application of lessons at country level.”

Strengthening Institutionalized Cooperation at the International Level
153) Recognizing the need to improve and strengthen the formal processes of institutionalized cooperation, participation and consultation at the global level, and recognizing the need of making the participation process more meaningful, structured and systemic, and less ad-hoc and random.

Standing, Dependable Structure for Cooperation
154) Recognizing that “participatory governance requires a political framework and an organizational and procedural structure in order to become operative.” Recognizing further that “stakeholder engagement in long-term sustainable development works best if it is organized as a continuous process rather than being conducted on an ad-hoc basis or through unrelated one off engagement exercises at different points of the policy cycle. A structured process enables stakeholders as well as governments to plan ahead, to assemble evidence, reports and other material to make well-researched contributions at the appropriate time in the policy cycle.”

Systemic and Integrated Requirements on Institutional Mechanisms
155) Recognizing that the realization of the new global frameworks require institutional arrangements, mechanisms, forums and partnerships to be systemic and integrated in their composition and function, inclusive of all relevant stakeholders constituencies, in order to adequately address, understand and navigate the interdependence between global challenges, frameworks, thematic areas, development goals and targets; account for synergies, tradeoffs and efficiencies within and across policy areas; and in order to foster and implement effective policies and systemic change.

Strengthening Connectivity Between Frameworks, Agendas and Thematic areas
156) Recognizing the need to strengthen and improve connectivity between global frameworks, agendas and thematic areas, inter alia, within and across sustainable development, international peace and security, peace building, human rights, and humanitarian aid, and recognizing that it has to be done in a systemic, holistic and systemic manner, at all levels.

Strengthening Connectivity Between Existing Mechanisms
157) Recognizing the need to strengthen and improve connectivity between institutions, mechanisms, partnerships and stakeholder sectors within the global ecosystem, and recognizing the need for systemic, inclusive, sustained system-wide coordination, knowledge exchange, synchronization, integration and collaboration, between mechanisms and institutions at all levels.
The Importance and Value of Global Teamwork
158) Recognizing the value and contributions of all stakeholders as partners and team members, the importance and value of teamwork, and the value of global team spirit and solidarity within and across frameworks, thematic areas, sectors and levels - in the realization of the new global frameworks and global development goals.

Empowering Global Teamwork and Solidarity
159) Recognizing the importance to support, establish, empower and sustain global teamwork, spirit and solidarity; that is universally inclusively of all development actors, frameworks and regions; and where the contributions of all actors are included, recognized and integrated into the global team effort to achieve the global development goals, at all levels.

Multi-Stakeholder Engagement

Multi-Stakeholder Partnerships in the Implementation of Global Frameworks
160) Recognizing multi-stakeholder partnerships as a key means of implementation of global frameworks, agendas and development goals for sustainable development, peace and security, humanitarian aid, and human rights.

Multi-Stakeholder Partnerships for Sustainable Development
161) Recognizing, inter alia,

1) "Partnerships need to be galvanized to support the implementation of the 2030 Agenda for Sustainable Development. They should, however, complement national efforts and the work of the United Nations system. The new Agenda calls for the breakdown of traditional silos for more cross-sectoral decision-making and solutions. Breaking silos takes time, commitment, trust and systemic approaches." 125

2) "Multi-stakeholder partnerships must leverage the inter-linkages existing between the SDGs to enhance their effectiveness and impact and accelerate progress in achieving the goals and targets. It is important to foster implementation of all the goals through partnerships that are aligned with national priorities, without leaving any goal behind." 126

3) "The integrated nature of the 2030 Agenda offers opportunities to promote and encourage cross-sectoral partnerships that can deliver concrete actions with strong results. The SDGs are the "glue" that brings the partners together to work towards a shared vision." 127

4) "Cross-sectoral partnerships are vital for addressing the development challenges faced by vulnerable countries." 128

5) "Cross-sectoral multi-stakeholder partnerships are, however, much more complex to manage. Partners would need to agree on priorities and resource allocations. They need to be flexible and mobilize resources and capacities quickly. Robust monitoring and evaluation mechanisms would be essential for ensuring results." 129

Benefits of Multi-Stakeholder Engagement and Partnerships
162) Recognizing the benefits of multi-stakeholder engagement and partnerships in policy development, integration, implementation, monitoring and review, within and across all frameworks, thematic areas, sectors and levels including, inter alia, improved coherence, cooperation, inclusion, participation, integration, coordination, insight, knowledge, exchange, dialogue, decision making, stakeholder ownership, policies, strategies, programmes, transparency and accountability.

Challenges Facing Multi-Stakeholder Partnerships
163) Recognizing shortcomings and challenges facing multi-stakeholder partnerships. Noting findings by various research institutions aggregated by the International Civil Society
Center including inter alia,

1) Non-active partnerships.
2) Partnerships with limited measurable outputs.
3) Activities not directly related to their publicly stated goals and ambitions.
4) Outputs that don’t match their self-reported function.
5) Not addressing core functions where their particular role and comparative advantage is expected to lie (to initiate new global governance norms in areas where governments fail to take action; to help implement existing intergovernmental regulations; and to increase the inclusiveness and participation in global governance by bringing in actors that have so far been marginalize).
6) Lack of organizational capacity, resources and transparency” with “only around 15 per cent (of the total sample of 340) indicate a budget plan, 23 per cent report on office space, only 30 per cent have dedicated and identifiable staff members and just about 5 per cent of all partnerships have an openly available memorandum of understanding (that would outline the precise roles and responsibilities of partners). 130
7) The marginalisation of key stakeholders (in particular the UN major groups) is evident”.
8) The majority of partnerships are led by international organisations and state agencies while business actors are less prominent.
9) Insufficiently broad nature of multi-stakeholder partnerships.
10) Lack of organisational capacity, resources and transparency. 131

164) Recognizing further that most partnerships traditionally have been using single issue approaches that do not account for inter-linkages across thematic areas and frameworks.

Challenges to Cross-Sectoral Multi-Stakeholder Partnerships
165) Recognizing that cross-sectoral multi-stakeholder partnerships are “much more complex and require more management skill and resources than conventional sectoral single-issue or single sector partnerships. Furthermore, taking into consideration cross-sectoral linkages across various goals and targets, financing of these partnerships will be challenging as investments made to achieve a given goal influence the approach, resourcing and effectiveness of the delivery of others. It would require strong coordination between key funders, including co-financing of partnership initiatives, joint fiduciary frameworks and joint progress reporting.” 132

Recognition of Engagement Costs and Resource Needs
166) Recognizing that multi-stakeholder engagement and partnerships require sufficient funding to ensure effective governance, management, engagement, cooperation, coordination and communications. Recognizing the need for adequate strategic support services including secretariat support, human resources, engagement tools and processes, facilitation, training, programs and facilities.

Partnership Accountability and Transparency
167) Recognizing that the need for improved transparency, accountability, monitoring and oversight for partnerships.

Managing the Partnership Landscape
168) Recognizing the need for clearly defined parameters and criteria, normative standards, principles and guidelines 133; a comprehensive framework and system-wide approach to partnerships; improved capacity to manage the partnership landscape; and strengthened capacity and support for alignment and coordination between partnerships.

Partnership Literacy, Capacity and Competency
169) Recognizing the need to support, strengthen and advance partnership capacity, knowledge; literacy and competency134 and the need for comprehensive partnership platforms, facilitation,
brokering, training and tools - system wide, across all frameworks, thematic areas, sectors and levels.

**Addressing Partnering Constraints**

170) Recognizing the need to account for and address barriers and constraints to partnering including inter alia, conflicts, lack of transparency and accountability, cultural differences, power dynamics and levels of influence, partnering literacy and competency, as well as differing expectations, resource constraints, methodologies and business practices.

**Meeting the System-Wide Requirements of Connectivity and Collaboration**

171) Recognizing the need to address and meet system-wide requirements and capacity needs related to strengthening and transforming international cooperation, connectivity, multi-stakeholder engagement, sustained collaboration, institutional arrangements, partnerships, coordination, coherence, integration, innovation and knowledge exchange; and the need to build, support and strengthen institutional and sector wide capacity to adopt systems thinking and integrated approaches, within and across global frameworks, mechanisms, institutions, stakeholder sectors and levels, as called for by the global frameworks.

**Challenges**

**System-Wide Challenges**

172) Recognizing system-wide challenges and compounded effects related to entrenched silos, fragmentation, competition, capacity needs, lack of connectivity, coordination and inclusion, the ad-hoc nature of cooperation across the system, the lack of in-depth engagement and collaboration, the complexity of nexus and integrated approaches; the need for policy coherence; knowledge exchange; and capacity of scaling up and moving innovation forwards; the lack of time to make the paradigm shift, within and across global frameworks, mechanisms, institutions, stakeholder sectors and levels. Recognizing further the serious constraints that they place on the adoption of integrated approaches within and across frameworks, and in the realization of global development goals and targets.

**Access, Inclusion and Participation**

173) Recognizing the system-wide challenges related to access to decision-making mechanisms; inclusion and participation; and recognizing further these challenges as significant barriers and obstacles to knowledge exchange, integration, coherence and sustainability, on global challenges, policy, implementation, monitoring and review, across all frameworks, agendas, sectors and levels.

174) Recognizing further the limits on consultation, engagement, inclusion and meaningful cooperation and stakeholder participation, in the coordination of international community support for national planning and implementation, and on transnational, regional and international issues. Recognizing also, these limitations as system-wide and chronic, and that efforts to address these issue are often limited and fragmented. Recognizing also that these limitations are fundamental and will impede the realization of goals and targets. Recognizing further that resolving these issues require comprehensive, systemic, integrated and transformative approaches that enable system wide access, inclusion, cooperation and engagement.

**Strengthening Stakeholder Engagement**

175) Recognizing the need to strengthen engagement of all stakeholder sectors - at all levels, national, regional and global - and the need to provide space for more in-depth sharing of knowledge, collaboration and joint decision making between stakeholders within and across sectors, in order to ensure adequate systemic, integrated and sustained inclusion, participation, cooperation, ownership, transparency, accountability, coherence, implementation, monitoring and review, at all levels.
Recognizing the Closing Space for Civil Society
176) Recognizing that fundamental rights of civil society are being severely restricted and suppressed in many countries around the world, making it increasingly difficult for organizations to operate freely, including inter alia, limiting freedom of assembly, association and expression, tightening registration requirements, and controls on receipt of funding from foreign sources.

177) Recognizing the need to support and champion the rights of civil society, and for the inclusion, participation and full engagement of civil society at all levels, national, regional and global. Recognizing that civil society is a vital and essential stakeholder and partner in the achievement of global goals, sustainable development, peace and security, humanitarian aid, and human rights.

178) Recognizing further that repressing civil society - whether that be inter alia, the press, non-governmental organizations, charities, community organizations, activists, rights groups, philanthropy, education institutions, scientific community or indigenous groups - stands in direct opposition to the principles and values of democracy, and the universal declaration of human rights; and stressing that it is counterproductive and in direct contradiction to the commitment made to the 2030 Agenda and sustainable development, and the need for a 'whole-of-society' frameworks and approach for successful achievement of sustainable development, peace and security and human rights, and noting that such restrictions will impede and prevent the realization of development goals and peaceful and sustainable societies.

Enabling Environment for Civil Society
179) Recognizing the importance of providing an enabling environment and strengthening civil society participation and engagement within and across all frameworks and thematic areas, at all levels - national, regional and global.

Calls for Increased Cooperation Between Stakeholders
180) Recognizing the manifold calls - for increased cooperation, breaking down silos, more in-depth and meaningful engagement and consultations between stakeholders and mechanisms, across agendas and thematic areas, at the global level - made by stakeholders across all sectors.

Calls for Dedicated forums and Space for Cooperation
181) Recognizing the manifold calls - for dedicated spaces and forums for meaningful connectivity and collaboration between stakeholders and mechanisms across agendas and thematic areas at the global level – made by stakeholders across all sectors.

Capacity Building
182) Recognizing the need to enhance the overarching capacity of the development, peace and security, humanitarian assistance and human rights sectors, and the international community as a whole in addressing global challenges and meeting development goals - in the areas of engagement, cooperation, connectivity, coordination, integration, alignment, harmonization, development, implementation, monitoring and review, at all levels.

183) Recognizing further the need for enhanced capacity-building and “the strengthening of technical and scientific cooperation, including North-South, South-South and triangular cooperation” and recognizing the importance of human resource development, including training, the exchange of experiences and expertise, knowledge transfer and technical assistance for capacity-building, which involves strengthening institutional capacity, including planning, management and monitoring capacities.

184) Barriers to Cooperation and Engagement
Stressing the need to address requirements and remove limitations and barriers to international cooperation and engagement, at all levels, including, inter alia, insufficient engagement, frequency, continuity in participation, insufficient engagement formats, insufficient deliberations,
time restrictions, lack of trust between stakeholders, lack of connectivity between mechanisms, lack of transparency and accountability, lack of clearly defined roles, lack of goal setting, and limited follow up and review processes.

**Gap Between Global Ambition and Existing Capacity**

185) Recognizing the need to strengthen and enhance capacity, at all levels and within the global development ecosystem as a whole, to be “fit for purpose” to meet the requirements and the ambition of the global goals.

186) Recognizing that this requires addressing requirements, reforms and investments related to systemic means of implementation at institutional, national, international levels and for the global development ecosystem as a whole.

**Inter-linkages Between Systemic and Structural Challenges**

187) Highlighting and emphasizing the inter-linkages and interconnections between systemic and structural challenges and shortcomings within the international architecture and global ecosystem, including, inter alia, governance, institutional arrangements, silos, fragmentation, coherence, connectivity, engagement, coordination, cooperation, inclusion, participation, competition, trust and systemic approaches - within and across sustainable development, peace and security, humanitarian aid and human rights, within and across frameworks, agendas, thematic areas and sectors, at all levels.

188) Recognizing that the challenges and shortcomings in these areas are systemic and interconnected, and that addressing them requires a holistic, systemic and integrated approach, at all levels.

189) Recognizing further that systemic governance structures, institutional arrangements, coordination mechanisms, connectivity, engagement, inclusion and cooperation, inter alia, have to be adopted and implemented together, as a whole, in a systemic and coherent manner, and require integrated solutions that address and account for the inter-linkages between them. Recognizing further that the realization of the global frameworks and development goals will depend on stakeholders collectively addressing these challenges and shortcomings in a strategic, proactive, transparent, accountable and inclusive manner.

**Knowledge Gap on Interactions between Challenges, Goals, Policies**

190) Recognizing that there is a weak conceptual and scientific underpinning and no common framework to analyze the nature and strengths of the interactions between the SDGs and the extent to which these interactions constrain or enable policy and action, that there is a need to develop guidance and tools that can help policymakers and investors identify and manage synergies and trade-offs across goals and targets, and recognizing the need for increased international cooperation between stakeholders, at all levels, to identify and understand the interactions.

**Gap in Global Capacity to Solve Interlinked Challenges**

191) Recognizing that the new global frameworks and goals pave the wave for the international community to address challenges and goals in a systemic and integrated manner. Stressing however, that there is a gap in overall global capacity to solve inter-linked challenges and meet the goals due to the cumulative affect of, inter alia, the lack of knowledge on the interactions between challenges and between the goals; a limited capacity to address their interactions in a systemic and integrated manner; a lack of dedicated cross-framework engagement platforms; and a lack of investment and available financing. Noting further that this gap could impede progress and limit the collective capacity to engage and solve interlinked problems, within and across all frameworks thematic areas, sectors and levels.
Silos and Silo Mentality
192) Recognizing that a “silo mentality remains entrenched in the overall institutional arrangements at all levels”, that the silo approach persists at the international level “as agreements, targets and financial commitments are organized by sector, and that “this sector-oriented approach affects the coverage, coherence and consistency of international public financing frameworks for sustainable development. Overcoming institutional fragmentation and resistance is a difficult task, especially in an environment of tight budgets, limited staff, unreliable funding streams, and shifting donor priorities.”140

193) Recognizing that “at the national level, policy fragmentation also remains a challenge, as governments are often organized along sectoral lines and effective inter-sectoral structures and coordination arrangements are commonly lacking. A silo approach to planning often combines with inadequate financial resources and limited human and institutional capacities, as well as, in some countries, with uncertainties resulting from conflict or post-conflict situations.”141

194) And recognizing that “Institutional arrangements for sustainable development are key to achieving integrated decision making and implementation of sustainable development priorities. Experience has shown that a number of factors, applicable to most countries, contribute to success. These include the need to [...] (ii) efficiently utilize communication channels between the multiple layers of governance to ensure coherence and coordination through capacity-building [...] (iii) establish robust monitoring, assessing, reporting and accountability mechanisms backed with adequate financial resources to ensure implementation; [...] (v) encourage participation of stakeholders and take account of their input and experiences, (vi) develop the use of innovative, integrated delivery mechanisms that bring sectors and actors together to achieve common objectives; and (vii) put in place financial instruments and incentives that promote and encourage integrated and people-centred business practices and projects. Sustainable development councils and similar platforms at the national level, such as platforms to ensure an effective interface between scientists and policy-makers, can be useful mechanisms not only in reporting and measuring progress on sustainable development, but also on ensuring stakeholder involvement both in the process of developing a strategy and implementing it.”142

Breaking Silos
195) Recognizing and welcoming that nation states, regional organizations and the United Nations are making investments into their governance arrangements, institutional arrangements and financing frameworks with the aim of improving, coherence and coordination, and to break the silo approach, at all levels.

196) Stressing, however, that there is insufficient investment and attention to improving coherence, strengthening cooperation, reducing fragmentation and breaking down silos between institutions, mechanisms and stakeholder sectors at the global level, and recognizing the need for increased political will, leadership, attention and investment to establish a more connected, coherent, integrated and efficient global architecture and ecosystem.

Fragmentation and Lack of Coordination
197) Recognizing that fragmentation and lack of coordination persists at all levels and across all frameworks, and continue to be major challenges and disablers to progress. Stressing that coherence and efficient coordination within and across all frameworks, thematic areas, sectors and levels are fundamental requirements for the realization of global agendas, development goals and targets.

Challenges Related to Connectivity Between Existing Mechanisms
198) Recognizing that lack of connectivity between stakeholders is a major challenge at all levels. The lack of connectivity between institutions, frameworks, thematic areas and sectors, result in lack of dialogue, knowledge exchange, cooperation, coherence, integration and coordination between institutions, policies and activities at all levels. Note: Related to paragraph 157.
199) Stressing that systemic and sustained connectivity is required in the realization of the development goals and frameworks at all levels. This requires enhanced systemic institutional mechanisms and arrangements, that support, empower and enable organizations and institutions to connect and work together in a systemic, integrated, in-depth, meaningful, inclusive and sustained manner.

**Lack of Platforms for Connectivity Between Development, Peacebuilding and Humanitarian Aid Sectors**

200) Recognizing that "mechanisms remain limited in some contexts for engagement between development actors, humanitarians, private sector and the peacebuilding community, and the need for "building stronger connections between national and international actors and between humanitarian and non-humanitarians."^[143]

**Lack of Dedicated Platforms for Systemic and Integrated Connectivity – System Wide**

201) Recognizing that there is a lack of dedicated platforms and mechanisms for systemic and integrated connectivity between institutions across frameworks, thematic areas and sectors at all levels, including the global level.

**Improving Coordination Between Existing Mechanisms**

202) Recognizing the need to strengthen coordination between existing mechanisms and noting that improved coordination is a crucial component in realizing global frameworks and development goals. Stressing the need for leadership and investment in strengthening coordination, across all frameworks and at all levels.

203) Highlighting that the 2030 Agenda recognizes the need to strengthen coordination between existing mechanisms in the areas of science, technology and innovation, but misses to also recognize that strengthened coordination between existing mechanisms - applies system wide and on all issues - not only STI.

**Government and IGO Platforms for Supporting Multi-Stakeholders Engagement**

204) Recognizing that United Nations bodies and specialized agencies, and other intergovernmental organizations, convene and bring together member states as well stakeholders from the public, civil and private sectors in various institutional coordination mechanisms, within each body’s area of specialization (climate change, food security, environment, biodiversity, gender equality, human rights).

**Limitations of Government and IGO Platforms for Multi-Stakeholder Engagement**

205) Noting and highlighting however, that these fora are not mandated or organized to, inter alia:

a. Support, strengthen and enable cooperation, engagement and collective action between organizations, partnerships and institutional mechanisms within the specific thematic area. The function of these fora is primarily focused on cooperation, engagement and collective action between member states, with non-state actors having a consultative role, with limited space for engagement and intervention.

b. Serve to support and strengthen cooperation between stakeholders on nexuses. Many intergovernmental institutional mechanisms are expanding their work to also focus on nexuses, but focus primarily on member state led deliberations, with non-state actors having primarily a consultative role, with limited space for engagement and intervention.

c. Serve to support and strengthen cooperation between stakeholders on multiple connected nexuses. For example, a platform that engages stakeholders on food and nutrition related nexuses such as food, water and energy nexus, as well as the food, water and climate change nexus, is however not responsible for enabling engagement between nexus beyond the food related nexuses i.e. between the ‘food, water and energy nexus’ the ‘energy-climate nexus and the climate-conflict nexus’.
d. Serve to support and strengthen systemic integration and coherence across frameworks, thematic areas, and sectors. Few mechanisms even within intergovernmental organizations support or enable systemic and integrated connectivity, engagement, cooperation and coherence between frameworks and thematic areas, including, inter alia, between sustainable development, peacebuilding and humanitarian assistance.

e. Serve to support, strengthen and enable systemic and sustained cooperation, engagement and collective action between organizations, partnerships and institutional mechanisms across frameworks, thematic areas and sectors. Recognizing that this is not the role of intergovernmental organizations, nor the role of coalitions, associations or partnerships.

f. Recognizing that instead it is incumbent on individual organizations to connect and cooperate with other institutions through various partnerships, coalitions and networks, which is often done on a case-by-case basis and not in a comprehensive, systemic, integrated and sustained manner.

Non-Governmental Platforms for Multi-Stakeholder Engagement and Cooperation

Recognizing the important services, functions and contributions of business, NGO and CSO platforms including, inter alia, coalitions, alliances, coordination mechanisms, networks, partnerships and councils, that support and enable non-state actors to collaborate. Recognizing further the important contributions these platforms often contribute to deliberations taking place at the UN, regional organizations and at the national level, These mechanisms often have consultative status with UN bodies and intergovernmental organizations.

Limitations of Non-Governmental Platforms for Multi-Stakeholder Engagement

Noting the limited number of business, NGO and CSO platforms supporting and enabling systemic cooperation across frameworks. Recognizing that non-state bodies are often focused on a single issue, single territory or support a single sector. They are seldom cross-sectoral, covering both 1) multiple cross-framework thematic areas such as environment, biodiversity, climate change, peacebuilding, humanitarian assistance and 2) multiple stakeholders sectors such as civil society, governments and the private sector - at the same time. Noting that the institutional frameworks of these platforms are not cross-thematic and cross-sectoral, and do not support system-wide systemic, integrated cooperation, coordination, decision making and collective action, and for the most part are not established to support a "whole-of-society approach.

Limited Institutional Arrangements for Systemic Cooperation at the Global Level

Recognizing that there is a lack of dedicated spaces, platforms, mechanisms and institutional arrangements at the international level bringing together stakeholders together in a - systemic, comprehensive, integrated and sustained manner - to facilitate cross-sectoral engagement, cooperation, knowledge exchange, coordination and collective action - within and across thematic areas, frameworks and sectors - in support of the individual and collective needs of countries and institutions in the implementation and realization of the global goals - on national, trans-boundary and international issues.
Limited Capacity and Resources for Systemic Engagement at the Global Level
210) Recognizing that there is a lack of **resources and capacity** for organizations to join together in a systemic and comprehensive manner at the global level including, inter alia, financing, dedicated facilities, strategic support services, allotted time and continuity for sustained engagement.

Increasing Capacity and Resources for Systemic Engagement at Global Level
211) Recognizing the need for increased dedicated resources and capacity to serve and support stakeholders and mechanisms to engage in systemic and integrated cooperation, coordination and collective action; to connect, aggregate, leverage and integrate their expertise and efforts, across all frameworks, in a comprehensive, systemic and sustained manner.

Limited Leadership for Systemic and Integrated Cooperation
212) Recognizing there is limited leadership and efforts in promoting, supporting, investing or enabling systemic multi-stakeholder cooperation in addressing systemic, cross cutting and cross-thematic issues - **across frameworks and thematic areas**.

Support Mechanisms for Governments
213) Recognizing existing support mechanisms established to support and advance the paradigm shift to integrated approaches at the country level provided by, inter alia, the United Nations system; OECD; regional organizations; the Global Partnership for Effective Development Cooperation; and various partnerships and coalitions.

Limited Support Mechanisms for Non-Government Stakeholders
214) Stressing however the limited, fragmented and insufficient services and resources available to stakeholders within the larger global ecosystem, in supporting them to, inter alia, adopt the paradigm shift to integrated approaches, engage with other stakeholders for systemic cooperation; coordinate and share their activities in a systemic and sustained manner; receive training; and gain expertise in cross-sectoral partnering, working, engagement, facilitation and brokering; Recognizing further the need to enhance and strengthen collective support mechanisms. Recognizing also that these services and support need to be provided in a systemic and integrated manner.

Limits of Engagement in Existing International Fora
215) Recognizing the indispensable leadership, convening capacity and support provided by the UN and IGO forums and platforms bringing together stakeholders for dialogue, knowledge exchange, cooperation and decision making.

216) Recognizing however that there is broad consensus that many existing platforms do not provide for sufficient and meaningful consultation and cooperation due to, inter alia, limited amount of time allotted to meetings; limited depth of discussion; limited integration across silos, limited follow up; and inconsistent and infrequent meetings.

217) Recognizing that engagement is often insufficient to adequately capture, harness, foster and sustain meaningful and effective dialogue, knowledge exchange, decision-making, and to drive forward coordinated, united and collective development and implementation by stakeholders.

218) Acknowledging that the Open Working Group on Sustainable Development Goals set a new standard for excellence in engagement. Commending UN member states, general assembly, working group co-facilitators and the UN secretary general for the achievement of this process.

UN Mandate Does Not Call for ‘Supporting’ Multi-Stakeholder Engagement
219) Recognizing that it is not in the mandate of the UN or other intergovernmental organizations to support comprehensive multi-stakeholder engagement, collaboration and cooperation at the global level, or to support in-depth engagement between non-state stakeholders.
220) Recognizing and highlighting the need to strengthen the institutional framework at the global level and the need for an institutional coordination mechanism at the global level with the mandate to strengthen, support and enable connectivity, engagement, cooperation, integration, coordination and collective action between existing mechanisms within the global ecosystem, in this regard.

**Insufficient Investment in the Revitalization of the Global Partnership**

221) Recognizing that there is insufficient investment to support, strengthen and build capacity for the revitalization of the Global Partnership for Development, and to support and enable the objective to “facilitating an intensive global engagement in support of implementation of all the Goals and targets”, in terms of strengthened governance and institutional mechanisms at the global level, other than within existing intergovernmental mechanisms. Recognizing further that current investments and efforts are insufficient to achieve the level of integration, connectivity, cooperation and coordination required by the new global frameworks.

**Investing in Enabling and Sustaining Global Solidarity and Team Spirit**

222) Recognizing the 2030 agenda objective to mobilize means required to implement the agenda through a global partnership for development, based on spirit of strengthened global solidarity, in particular solidarity with the poorest and with people in vulnerable situations.

223) Recognizing further the need to invest in the collective capacity of stakeholders to work closer together, build trust and strategic long-term relationships between sectors, and to harness and build global solidarity and collective team spirit, engagement and ambition at all levels - national, regional and global. Recognizing further the need to promote and provide for more inclusive institutional mechanisms at the global level - to promote, drive and sustain team spirit, teamwork and solidarity between stakeholders across frameworks, thematic areas and sectors.

**Investing in Capacity to Capture, Aggregate and Leverage Global Efforts**

224) Recognizing the need to improve capacity to capture, aggregate and leverage individual and collective contributions by stakeholders within and across frameworks, thematic areas, sectors and levels. Stressing that this process is of critical importance in order to adequately and effectively utilize and scale-up solutions, knowledge, expertise, leadership, commitments and resources being dedicated to the implementation and realization of development goals, by stakeholders and institutions at all levels. Recognizing further that this process is also critical in order to successfully realize the goals, and stressing that inadequate and inefficient leveraging of these resources will impede the realization of the goals.

225) Recognizing further that many stakeholders, including governments, do not have the resources or available platforms to adequately share, exchange and discuss their initiatives, approaches, solutions, success stories and innovative challenges with other stakeholders, except through reports and limited one-off engagements.

226) Recognizing the need to provide a systemic approach to this process, across frameworks, to enable systemic sharing and access to reports and data, and allow organizations to collectively discuss, evaluate, learn from, harness, replicate and scale up key innovations, solutions and strategies, enable system-wide implementation, where appropriate and accounting for need to be context driven, in a systemic and integrated way. Noting the establishment of the new science, technology and innovation mechanism at the UN, and stressing the need to harness innovations and solutions across all other areas as well.

**Investing in Co-Creation and Co-Development**

227) Recognizing the importance of supporting and enabling co-creation in the development and implementation of innovative solutions, at all levels, and recognizing the opportunity to harness the expertise and commitment being made available at all levels to co-create and implement innovative solutions.
Need for Integrated Institutional Coordination Mechanism at Global Level
228) Affirming the need for an integrated institutional coordination mechanism at the global level, to support and enable co-creation and sustained collaboration and innovation in the development and implementation of innovative strategies and solutions.

Infrastructure Investment in Global Cooperation
229) Recognizing the need for investment in connectivity, coordination, cooperation, institutional mechanisms, platforms and dedicated space - in order to achieve the required level of international cooperation, engagement, connectivity, integration and inclusion - within and across global frameworks, thematic areas, stakeholder sectors and institutions.

Value of Sharing Costs, Expertise, Infrastructure Support for Collaboration
230) Recognizing strategic business incentives, benefits, synergies and value added that shared resources, space, infrastructure and dedicated facilities, provide to institutions and organizations. Recognizing further that shared space functions to provide the space for cooperation and engagement for all stakeholders, significantly reduces and splits the cost for engagement among stakeholders, and reduces the individual and total cost for organizations to engage in cooperation when a joint resource is provided.

231) Recognizing further the cost benefits of the cooperation derived out of shared services, functions and forums - for individual institutions and organizations; the development, peace and security, humanitarian and human rights sectors as a whole; governments; the UN system, and the global ecosystem as a whole; and the benefits bestowed upon the realization of means of implementation and global development goals.

Accountability and Transparency
232) Recognizing the importance and requirement of strengthened accountability mechanisms and transparency, at all levels, within and across frameworks, thematic areas and sectors. Recognizing further, the need to “ensure safeguards against conflict of interest” and “integrity of public policy making processes” and evidence based decision-making.

Development, Peace, Humanitarian and Human Rights Nexus

Limited Cooperation Between Development, Peacebuilding and Humanitarian Aid
233) Recognizing the inter-linkages and inter-connectivity between development, peacebuilding and humanitarian aid. Recognizing, however, that “development, humanitarian and peacebuilding efforts are often carried out in silos. And while there have been efforts at cross-fertilization, given their interlinked nature a step change is needed. Many of today’s crises and reversals of development gains are a result of the compounding effect of different vulnerabilities and root causes that could have been reduced or prevented if the development action had been more risk-informed or coherent.” Recognizing that “humanitarian and development capacities and expertise are needed to work towards collective outcomes.”

234) Recognizing the need to move “from delivering aid to ending need, it is essential to develop a new way of working together across institutional divides…This new way of working will require focusing on collective outcomes, working over multi-year time frames, based on the specific comparative advantages of different actors within and beyond the United Nations system. It also offers opportunities to include peacebuilding where appropriate.”

235) Recognizing that at “the global level, guidelines on options for better joined up approaches to the analysis, planning and implementation of the development, humanitarian and peacebuilding nexus should be developed.”

236) “Recognizing that “development, humanitarian and peacebuilding activities contribute to prosperous and peaceful societies in parallel rather than in sequence and that institutional divides...”
must be overcome to realize the promise of the 2030 Agenda and that “bridging the divides and strengthening the synergies across the development, humanitarian and peacebuilding nexus are critical to realizing and sustaining peace and development gains.”

Working Across Sectors
237) Recognizing that “improved functioning of the United Nations development system is also based on the recognition that today’s challenges require a system that primarily relies on its ability to work across sectors. The development system is fully committed to adopting coherent and complementary approaches to development, humanitarian and peacebuilding nexus and supporting multi-stakeholder planning mechanisms that incorporate the contributions of a diverse set of actors, as well as a common narrative on planning, programming, structural/architectural changes and funding issues.”

Working Together to Transcend the Humanitarian-Development Divide by Working Towards Collective Outcomes.
238) Recognizing the Agenda for Humanity and noting the Report of the Secretary-General for the Humanitarian Summit A/70/709. Recognizing that “the Sustainable Development Goals constitute a new era in national and international cooperation and provide a comprehensive, transformational 15-year results framework for all actors working to meet the needs of people. Success will now be defined by the achievement of measurable reductions in people’s risk and vulnerability and their ability to become more self-reliant rather than simply attain basic needs for years on end. This will put people and their humanity at the centre of all our efforts.”

239) Recognizing that “While international humanitarian and development approaches bring relief and advancement to millions, they too often fail to sustainably improve the prospects of many people in fragile and crisis-prone environments. Millions are trapped in dependency on short-term aid that keeps them alive but falls short of ensuring their safety, dignity and ability to thrive and be self-reliant over the long term.”

240) Recognizing that “we must return our focus to the people at the centre of these crises, moving beyond short-term, supply-driven response efforts towards demand-driven outcomes that reduce need and vulnerability. To achieve that, international providers will need to set aside such artificial institutional labels as “development” or “humanitarian”, working together over multi-year time frames with the Sustainable Development Goals as the common overall results and accountability framework. Providers of aid will need to assess what skills and assets they can contribute in a given context, at a particular time (short, medium and long term) and towards a specific outcome.”

241) Recognizing that “To that end, we need to embrace the opportunities of the twenty-first century. Capacities to prevent and respond to crises are now diverse and widespread. Community-level capacity in many crisis and risk-prone environments has increased. Technology and communications have given more people the means to articulate their needs or offer their assistance more quickly. Yet, too often, international assistance still works in traditional ways, focused on the delivery of individual projects rather than bringing together expertise to deliver more strategic outcomes. We operate in silos created by mandates and financial structures rather than towards collective outcomes by leveraging comparative advantage. We measure success by projects achieved, people deployed, structures set up and funds released, rather than the results they produce.”

242) Recognizing that “achieving ambitious outcomes for people, particularly in fragile and crisis-affected environments, requires a different kind of collaboration among Governments, international humanitarian and development actors and other actors: one that is based on complementarity, greater levels of interoperability and achieving sustainable, collective outcomes rather than the coordination of individual projects and activities.”
243) Recognizing the UN Secretary General’s recommendation urging “the international aid system, including the United Nations, non-governmental organizations and donors to commit to working in a new paradigm marked by three fundamental shifts: (a) reinforce, do not replace, national and local systems; (b) anticipate, do not wait, for crises; (c) transcend the humanitarian-development divide by working towards collective outcomes, based on comparative advantage and over multi-year time frames.”

244) Recognizing that “international engagement should be based on trust and a good understanding of existing response capacity and critical gaps, to arrive at a clear assessment of comparative advantage and complementarity with national and local efforts. International support is most valued if provided predictably and sustained in the form of technical cooperation, guidance or expertise based on standards and experience. It may also come as surge support or rapid mobilization of resources to bolster or reimburse national response efforts.” Recognizing further that “international actors must work together and sustainably, where necessary over multi-year time frames, to build and strengthen national and local response capacity. This will respect people’s dignity and desire to be resilient, reduce dependency on foreign assistance and prevent longer-term, costly international engagements.”

245) Recognizing that “today, sophisticated modelling and risk analysis can largely anticipate crises, whether man-made or natural. However, such tools have yet to translate into a change in the way the international community operates. National and international actors continue to focus their financial and human resources on costly crisis response and post-conflict interventions rather than increasing preparedness and reducing vulnerability. The Sendai Framework for Disaster Risk Reduction 2015-2030, the 2030 Agenda and the resounding call during the World Humanitarian Summit consultations for greater prevention and preparedness must now lead to a step change in our efforts to anticipate better and then act to prevent crises.”

246) Recognizing that “international and bilateral cooperation and assistance must increase and be focused on strengthening local and national response capacities in risk-prone countries outside of crises.”

247) Recognizing further the need to “deliver collective outcomes: transcend humanitarian-development divides.”

248) Recognizing that “at present, in many countries, humanitarian, development, peace and security and other international institutions work side by side on different projects but within the same communities. Too often, each sector brings different goals, time frames, disjointed data and analysis, and resources to those same communities, creating and implementing activities towards different objectives. The resulting divisions, inefficiencies and even contradictions hinder optimum results for the most vulnerable.”

249) Recognizing the UN Secretary General’s recommendation that “we must now bring the different aid communities together and use the opportunity of the 2030 Agenda, the Sendai Framework, the Paris Agreement under the United Nations Framework Convention on Climate Change and the World Humanitarian Summit to leave institutional divides behind. It is time to focus on demand rather than the provision of supplies and on collective outcomes and comparative advantage, rather than project delivery and “mandates first.”

250) Recognizing that context matters and that “context analysis is not simply an assessment of need, but rather the means to achieve a full picture of the causes of need, the most prominent risks and available capacities and gaps in national and local systems. International actors need to be clear from the outset what problems they are trying to solve, what issues are most pressing and how they can best support and scale up existing national and local leadership and other capacity. Open and transparent joint needs assessments are critical in that respect. All relevant actors from national and local authorities and the humanitarian, development, environmental and peace and security communities need to come together to achieve a
common understanding of risks, needs, gaps and existing capacities.”

251) Recognizing the need to move from individual short-term projects to collective outcomes and that “working towards agreed collective outcomes over a multi-year time horizon is how we ultimately transcend the humanitarian-development divide. The articulation and achievement of such collective outcomes will allow a range of diverse actors — national and local authorities, humanitarian, development, human rights and peace and security actors, and possibly even private enterprises — to work together towards a common goal. This common goal requires actors to transcend their traditional silos and work together based on clear and predictable roles and contributions.”

**Working Together to Achieve Sustainable Peace**

252) Recognizing UN Security Council Resolution 2282 and General Assembly Resolution 70/262 on the UN peacebuilding architecture, addressing sustaining peace: Reaffirming “the primary responsibility of national Governments and authorities in identifying, driving and directing priorities, strategies and activities for sustaining peace, and in this regard, emphasizing that inclusivity is key to advancing national peacebuilding processes and objectives in order to ensure that the needs of all segments of society are taken into account”, and stressing “that civil society can play an important role in advancing efforts to sustain peace,”

253) Emphasizing “the importance of a comprehensive approach to sustaining peace, particularly through the prevention of conflict and addressing its root causes, strengthening the rule of law at the international and national levels, and promoting sustained and sustainable economic growth, poverty eradication, social development, sustainable development, national reconciliation and unity, including through inclusive dialogue and mediation, access to justice and transitional justice, accountability, good governance, democracy, accountable institutions, gender equality and respect for, and protection of, human rights and fundamental freedoms.”

254) Recognizing also “that an integrated and coherent approach among relevant political, security and development actors, within and outside of the United Nations system, consistent with their respective mandates, and the Charter, is critical to sustaining peace, and essential for improving respect for human rights, advancing gender equality, empowering women and youth, strengthening the rule of law, eradicating poverty, building institutions, and advancing economic development in conflict-affected countries.”

255) Recognizing also “that the scale and nature of the challenge of sustaining peace calls for close strategic and operational partnerships between the United Nations, national Governments and other key stakeholders, including international, regional and sub-regional organizations, international financial institutions, civil society organizations, women’s groups, youth organizations, and the private sector, taking into account national priorities and policies.”

**Working Together to Achieve Disaster Risk Reduction**

256) Recognizing the Sendai Framework for Disaster Risk Reduction: Affirming that “there has to be a broader and a more people-centered preventive approach to disaster risk. Disaster risk reduction practices need to be multi-hazard and multi-sectoral, inclusive and accessible in order to be efficient and effective. While recognizing their leading, regulatory and coordination role, Governments should engage with relevant stakeholders, including women, children and youth, persons with disabilities, poor people, migrants, indigenous peoples, volunteers, the community of practitioners and older persons in the design and implementation of policies, plans and standards. There is a need for the public and private sectors and civil society organizations, as well as academia and scientific and research institutions, to work more closely together and to create opportunities for collaboration, and for businesses to integrate disaster risk into their management practices.”

257) Recognizing that “international, regional, sub-regional and trans-boundary cooperation remains pivotal in supporting the efforts of States, their national and local authorities, as well as
communities and businesses, to reduce disaster risk. Existing mechanisms may require strengthening in order to provide effective support and achieve better implementation.”

258) Recognizing that the “The intergovernmental negotiations on the post 2015 development agenda, financing for development, climate change and disaster risk reduction provide the international community with a unique opportunity to enhance coherence across policies, institutions, goals, indicators and measurement systems for implementation, while respecting the respective mandates. Ensuring credible links, as appropriate, between these processes will contribute to building resilience and achieving the global goal of eradicating poverty.”

259) Recognizing that “in order to reduce disaster risk, there is a need to address existing challenges and prepare for future ones by focusing on monitoring, assessing and understanding disaster risk and sharing such information and on how it is created; strengthening disaster risk governance and coordination across relevant institutions and sectors and the full and meaningful participation of relevant stakeholders at appropriate levels; investing in the economic, social, health, cultural and educational resilience of persons, communities and countries and the environment, as well as through technology and research; and enhancing multi-hazard early warning systems, preparedness, response, recovery, rehabilitation and reconstruction. To complement national action and capacity, there is a need to enhance international cooperation between developed and developing countries and between States and international organizations.”

260) Recognizing that “to attain the expected outcome, the following goal must be pursued: Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience.

261) Recognizing that “the pursuance of this goal requires the enhancement of the implementation capacity and capability of developing countries, in particular the least developed countries, small island developing States, landlocked developing countries and African countries, as well as middle income countries facing specific challenges, including the mobilization of support through international cooperation for the provision of means of implementation in accordance with their national priorities.”

262) Recognizing that “an effective and meaningful global partnership and the further strengthening of international cooperation, including the fulfillment of respective commitments of official development assistance by developed countries, are essential for effective disaster risk management.”

263) Recognizing that “In the context of increasing global interdependence, concerted international cooperation, an enabling international environment and means of implementation are needed to stimulate and contribute to developing the knowledge, capacities and motivation for disaster risk reduction at all levels, in particular for developing countries.”

264) Recognizing that across the priority areas identified in the Sendai framework - there are manifold national and global/regional goals and requirements. Taking for example priority area three - investing in disaster risk reduction for resilience - requires the following action at global/regional levels, inter alia,

“(a) To promote coherence across systems, sectors and organizations related to sustainable development and to disaster risk reduction in their policies, plans, programmes and processes;
(b) To promote the development and strengthening of disaster risk transfer and sharing
mechanisms and instruments in close cooperation with partners in the international community, business, international financial institutions and other relevant stakeholders;
(c) To promote cooperation between academic, scientific and research entities and networks and the private sector to develop new products and services to help to reduce disaster risk, in particular those that would assist developing countries and their specific challenges;
(d) To encourage the coordination between global and regional financial institutions with a view to assessing and anticipating the potential economic and social impacts of disasters;
(e) To enhance cooperation between health authorities and other relevant stakeholders to strengthen country capacity for disaster risk management for health, the implementation of the International Health Regulations (2005) and the building of resilient health systems;
(f) To strengthen and promote collaboration and capacity-building for the protection of productive assets, including livestock, working animals, tools and seeds;
(g) To promote and support the development of social safety nets as disaster risk reduction measures linked to and integrated with livelihood enhancement programmes in order to ensure resilience to shocks at the household and community levels;
(h) To strengthen and broaden international efforts aimed at eradicating hunger and poverty through disaster risk reduction;
(i) To promote and support collaboration among relevant public and private stakeholders to enhance the resilience of business to disasters.\(^{176}\)

265) Recognizing the Sendai Frameworks’ general considerations on international cooperation and global partnership, inter alia, “given their different capacities, as well as the linkage between the level of support provided to them and the extent to which they will be able to implement the present Framework, developing countries require an enhanced provision of means of implementation, including adequate, sustainable and timely resources, through international cooperation and global partnerships for development, and continued international support, so as to strengthen their efforts to reduce disaster risk.” “International cooperation for disaster risk reduction includes a variety of sources and is a critical element in supporting the efforts of developing countries to reduce disaster risk.”\(^{177}\)
UNITED INSTITUTIONS
Global Strategic Framework

Chapter IV: Strategic Goals
Strategic Goals

The United Institutions is being established to serve and contribute to the advancement of sustainable development, international peace and security, humanitarian assistance and human rights, by achieving the following strategic goals:

1) Serve and provide a dedicated institutional mechanism, infrastructure, permanent global forum and platform for international cooperation, partnerships and collective action at the global level, for the development, peace and security, humanitarian and human rights sectors (the ‘sectors’)

2) Serve as a global hub, interface, utility and joint resource for international cooperation, partnerships and collective action at the global level, for the sectors.

3) Serve to support and enhance the collective capacity of the international community as a whole to address global challenges and achieve global development goals.

4) Support, strengthen and accelerate current and long-term efforts and progress in addressing global challenges across sustainable development, peace and security, humanitarian crises and human rights.

5) Serve, support and help accelerate global efforts to implement and achieve sustainable development, sustainable peace, effective humanitarian assistance, disaster risk reduction and human rights.

6) Serve to support and enable the mobilization and realization of means of implementation reforms, investments, functions and services for individual institutions; the sectors; and for the global ecosystem as a whole.

7) Serve to support, strengthen and enhance the existing international architecture, addressing and fulfilling governance and institutional requirements, gaps and challenges, at the international level, that are not being sufficiently addressed or provided for by existing mechanisms.

8) Serve to support, strengthen and enhance connectivity and coherence within the global ecosystem, by providing a global institutional coordination mechanism and integrator platform at the international level, and providing functions not being met by existing mechanisms.

9) Complement the mandate, functions, responsibilities of the United Nations system, international organizations, regional organizations, national governments, civil society, the private sector, multi-stakeholder partnerships, mechanisms, institutions and stakeholders - fulfilling and providing functions for international cooperation, connectivity and system-wide support - that are not covered and provided by existing mechanisms.

10) Serve to support and help align collective global efforts.

11) Serve to support, strengthen and advance the collective capacity and tools for international cooperation, partnerships and collective action for the sectors.

12) Serve to support and strengthen long-term positioning of the development, peace, humanitarian and human rights sectors, by providing systemic infrastructure, strategic support services and tools – at the global level.

13) Serve and help ensure the sectors are adequately supported, resourced and equipped to meet the needs and challenges of international instruments, global frameworks, goals and targets, inter alia, the 2030 Agenda for Sustainable Development and the Sustainable
Development Goals; the Paris Agreement on Climate Change; the Agenda for Humanity and the New Ways of Working; the Sendai Framework for Disaster Risk Reduction; the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; and the United Nations resolutions on the UN peacebuilding architecture and on sustaining peace.

14) Serve, support and enable the implementation of Systemic Means of Implementation at the global level.

15) Serve, support and enable the implementation of Joint Integrated Means of Implementation at the global level.

16) Serve, support and enable the implementation of the MOI Nexus at the global level.

17) Serve, support and help enable comprehensive, systemic and transformative global approach to systemic means of implementation, within and across all frameworks.

18) Serve to support and enable effective, accountable and inclusive institutions and good governance at all levels.

19) Serve and support the international community and the sectors as a whole, in achieving strengthened, systemic and sustained global coherence and coordination in, inter alia,

1) Providing supporting and assistance nation states in achieving national goals, strategies and policies for sustainable development, peace and security, human rights, humanitarian assistance, disaster risk reduction, and development effectiveness.

2) Addressing trans-boundary issues.

3) Addressing regional and international level issues, considerations and dimensions.

Across frameworks, polices, implementation, follow-up and review.

20) Support the sectors to implement, advance, accelerate and realize systemic change and integrated sustainable development, peace and security, humanitarian assistance and human rights, at all levels – global, regional, national, sub-national and institutional, and in this regard,

1) Support and accelerate the adoption of systemic and integrated approaches to development.

2) Support and accelerate the paradigm shift towards systemic and integrated cooperation and development.

3) Support and strengthen integration across frameworks and institution.

4) Promote and enable a proactive approach to systemic change and related challenges and opportunities.

21) In particular, serve to support and strengthen the sustainable development, peace and security, peace-building, humanitarian and human rights nexus, providing a standing, systemic, integrated and sustained platform for multi-stakeholder engagement, dialogue, cooperation and collective action on the inter-linkages, interconnectivity, synergies, trade-offs, solutions, policy coherence, implementation, follow-up and review, in this regard.

22) Serve and provide a systemic infrastructure and universal platform for international cooperation across and inclusive of all frameworks, thematic areas, stakeholder sectors and levels.

23) Provide a strategic and institutional framework that is systemic, holistic and integrated in terms of:
1) Thematic Areas (sustainable development, international peace and security, peace building, humanitarian action and human rights).
2) Integration of economic, social and environmental dimensions.
3) Multi-stakeholder engagement (Involving all stakeholder groups across public, civil and private sectors and across all pillars, and across all levels).
4) Strategic framework (Goals, objectives, functions).
5) Institutional framework (Infrastructure, components, services, functions).

24) Enable, empower, mobilize and drive development and implementation of systemic, coherent and integrated approaches, strategies and solutions in addressing pressing global challenges and in realizing global development goals, at national, regional and global - with the urgency, coherency, ambition and shared global commitment that they need – while guided by national development plans and ownership, global frameworks, and efforts by existing mechanisms.

25) Serve and support the sectors, to address and meet systemic requirements and challenges:

1) Systemic, strategic and institutional requirements.
2) Systemic and structural shortcomings, gaps and challenges.
3) Business and functional requirements.
4) Required operational growth areas.
5) Constraints.
6) Risks.

26) Serve and support the sectors in addressing systemic requirements and challenges in a systemic, integrated and sustained manner

27) Serve to strengthen and enhance the collective and institutional capacity to meet the systemic needs, in a systemic, integrated and sustained manner.

28) Support and help accelerate the revitalization and enhancement of the Global Partnership, and Means of Implementation across global frameworks and thematic areas, at all levels.

29) Support and help advance the facilitation of an intensive global engagement in support of global development goals.

30) Advance, strengthen, systematize, empower, mobilize, drive, sustain and transform, international cooperation, multi-stakeholder engagement, teamwork, partnerships and collective action, across all frameworks, thematic areas, operational areas and technical issues.

31) Systematize, synchronize, strengthen, advance and transform connectivity within the global development and aid ecosystem, between institutional mechanisms and development actors across all sectors and frameworks.

32) Connect, align, strengthen, mobilize, integrate, synchronize, capture and leverage - leadership, political will, knowledge, expertise, strategies, resources, innovation, commitments and efforts – by existing mechanisms and development actors, across global frameworks, thematic areas, and operational areas.

33) Support the harmonization, integration, coordination and synchronization of strategies, policies, coherence, development, implementation, monitoring and review processes, and operational activities between national, regional and international levels.

34) Advance global collective leadership, inclusion and participation.

35) Transform industry and sector wide fragmentation and competition, into collaboration, coherence and collective action.
36) Prevent, inter alia, silos being formed, regression towards single issue approaches, incoherence and fragmentation.

37) Promote, maintain, empower, enhance, sustain and leverage collective team spirit, unity, solidarity, momentum and commitment among stakeholders across frameworks, thematic areas and stakeholder sectors, in the implementation of global frameworks and development goals.

38) Build trust and establish long-term strategic relationships between and across sectors, institutions and stakeholders.

39) Provide strategic support (systemic and integrated framework, platform, infrastructure, facilitation, an enabling environment, secretariat services, program platform and facilities).

40) Address and fulfill missing capacities in, inter alia, the institutional framework, institutional arrangements, the international architecture and the enabling environment on the global level.

41) Respond to priorities, challenges and constraints identified by organizations within the sustainable development, peace, humanitarian and human rights sectors, address risks and opportunities confronting organizations at global, regional and national levels, and address these in a systemic and integrated manner.

42) Champion the empowerment, role and efforts of sustainable development, peace and security, humanitarian aid and human rights organizations, across all sectors.

43) Leverage and drive collective actions in a systemic, sustained and effective manner.

44) Serve as a global tool, utility and resource, established universally for all stakeholders sectors and groups, to be used in fulfilling individual and collective mandates and responsibilities, strengthening and advancing collaborative efforts, achieving collective outcomes, driving and accelerating systemic change, implementing holistic and systemic approaches, and in coordinating, developing, implementing, integrating, partnering, aligning and connecting individual and collective efforts within and across frameworks and thematic areas, and within the global ecosystem as a whole, at global, national and local levels.

45) Provide a neutral and inclusive permanent forum, utility and platform at the global level where stakeholders can call on, and engage with, each other for dialogue, strategic planning, cooperation, coordination, collaboration, partnership, knowledge exchange, innovation, decision making, policy development, monitoring and review, collective action, and solidarity, working within and across global frameworks, thematic area, sectors and levels.

46) Serve, support and enable institutions to engage in systemic, integrated and sustained - multi-stakeholder engagement and cooperation in the following areas, inter alia,

   a) Thematic areas, inter alia, humanitarian aid, international peace and security, human rights, poverty, hunger, health, education, gender equality, water and sanitation, clean energy, economic growth and decent work, industry, innovation and infrastructure, inequality within and between states, sustainable cities and communities, responsible consumption and production, climate action, environment, trade, taxation, biodiversity, climate change, conflict prevention, life below water, life on land, biodiversity, peace, security, peace-building, conflict resolution, conflict mediation, tolerance, environmental degradation, pollution, rule of law.

   b) Technical issues inter alia, systemic change, frameworks, agendas, strategies, policies, programs, incentives, activities, integration, inclusion, participation, accountability, transparency, innovation, contexts, partnerships, lessons learned, best practices,
balancing and integrating social, economic and environmental dimensions, cross sectoral nexus approaches, policy coherence, program coherence, coordination, transfer of knowledge and expertise, advocacy, harmonizing activities on global, regional and national levels, means of implementation, monitoring and reviewing implementation, financing for development, addressing what works and what does not work, risks, gaps, success stories, social, cultural impacts and capacity building.

47) Serve, support and enable systemic and sustained multi-stakeholder engagement including the full range of actors engaged in global development, inter alia, intergovernmental organizations, non-governmental organizations, major groups, civil society, multi-stakeholder partnerships, think tanks, UN system, governments, bilateral agencies, global funds, programmes, financial institutions, philanthropic foundations, corporations, business groups, research institutes, scientific community, academic institutions and coalitions.

48) Serve to support and enable accelerated and compounded learning, transformation and results.
Chapter V: Strategic Objectives and Functions
Strategic Objectives and Functions

The United Institutions will contribute to the enhancement of global development, international peace and security, humanitarian aid and human rights, and the collective capacity of the international community to address global challenges and achieve global development goals, by fulfilling and achieving the following Core Strategic Objectives,

1) Enhance Global Development, Peace and Security, Humanitarian Assistance and Human Rights
2) Enhance International Cooperation, Partnerships and Coordination
3) Enhance International Architecture, Institutional Framework and Existing Mechanisms
4) Enhance Global Governance

Technical Notes

1) United Institutions Strategic Objectives are grouped together under the four Core Strategic Objectives.

2) Various UI Strategic Objectives are fulfilled and achieved by the creation and establishment of the United Institutions and its intrinsic functions and services. These strategic objectives are tagged with a ‘Function’ label.

3) The strategic goals and objectives of the United Institutions are systemic and integrated, as per the integrated nature of the 17 Sustainable Development Goals and 169 Targets of the 2030 Agenda for Sustainable Development.

The framework includes strategic goals, higher-level ‘overarching’ objectives, as well as ‘standard level’ objectives, organized under the higher level objectives. Many of the objectives are systemic and cross-cutting, linked to several goals and higher-level objectives. For example, there are objectives under the higher-level objective ‘strengthening global development’ that also correlate to the higher-level objective ‘strengthening global cooperation’.

The systemic and integrated design of the goals and objectives is a critical function of the UI framework and in the achievement of global frameworks. Achieving the global frameworks integrated goals and objectives can only be realized by addressing the full range of goals and objectives. For example, in order to achieve the goal of strengthening systemic and integrated policies, stakeholders also have to support and strengthen, inter alia, cross-sectoral nexus approaches, multi-stakeholder engagement, international cooperation, and address structural challenges such as fragmentation and institutional silos.
I) Global Development, Peace and Security, Humanitarian Assistance and Human Rights

Core Strategic Objective 1: Enhance Global Development, Peace and Security, Humanitarian Assistance and Human Rights

The United Institutions will contribute to the enhancement, transformation, advancement, strengthening of international peace and security, sustainable development, humanitarian assistance and human rights by fulfilling and achieving the following objectives and functions towards addressing global challenges, realizing global frameworks and achieving development goals at national, regional and global levels, inter alia,

Addressing Global Challenges, Crises, Threats and Emergencies
1) Serve, support, strengthen and help transform the collective capacity for multi-stakeholder engagement, in-depth dialogue, analysis, assessment, problem solving, development, implementation, review, cooperation, coordination, coherence, advocacy and collective action - at the global level - in addressing global challenges across global frameworks and thematic areas; new and emerging issues, areas requiring urgent attention, protracted situations, threats to peace and security, emergencies, environmental challenges, natural disasters, humanitarian crises, protracted crises, armed conflicts, countries in special situations, fragile states, and human rights issues, at national, regional and global levels, guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions. Function

Realizing Global Frameworks, Development Goals and Targets
2) Serve, support, strengthen and transform the collective capacity for multi-stakeholder engagement, in-depth dialogue, analysis, assessment, problem solving, development, implementation, review, cooperation, coordination, coherence, advocacy and collective action - at the global level - in addressing and realizing – global frameworks, development goals and targets, within and across, sustainable development, international peace and security, humanitarian aid, disaster risk reduction, financing for development, and human rights, at national, regional and global levels, guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions. Function

Addressing Long Term Issues
3) Serve, support, strengthen and transform the collective capacity for multi-stakeholder engagement, in-depth dialogue, analysis, assessment, problem solving, development, implementation, review, cooperation, coordination, coherence, advocacy and collective action, at the global level, in addressing long term issues, looking at the next 10, 30, 50 years, and addressing the long term requirements, challenges and impacts of current policies and actions, within and across sustainable development, international peace and security, humanitarian aid, disaster risk reduction, financing for development, and human rights, at national, regional and global levels, guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions. Function

Long Term Positioning
4) Serve to support the long-term positioning of the global development, peacebuilding and humanitarian and human rights sectors, with a view of advancing sustainable development, sustainable peace, humanitarian assistance and human rights.

Development, Peace and Security, Humanitarian Nexus
5) Support, strengthen, transform and enable systemic and sustained dialogue, connectivity, knowledge exchange, research, development, cooperation, implementation, review, investment, evidence based-decision making and collective action, on the - Development, Peace and Security, and Humanitarian Nexus. Function
Policies, Solutions, Implementation
6) Support and strengthen the development and implementation of systemic and integrated solutions, policies, strategies, programmes, implementation, means of implementation, monitoring and review processes, at global, regional, national and institutional levels, by existing mechanisms within and across challenges, frameworks, agendas, thematic areas and sectors. Guided by, in support of and in coordination with global goals, and national development plans, and actions taken by existing mechanisms and institutions. **Function**

Mainstreaming Frameworks
7) Support, strengthen and help enable the mainstreaming of the 2030 Agenda for Sustainable Development, the Paris Agreement, the Agenda for Humanity, the Sendai Framework for Disaster Risk Reduction, the Addis Ababa Action Agenda, and the United Nations Resolutions on the UN peacebuilding architecture and on sustainable peace, and their interlinkages, as appropriate, into the work of each entity, stakeholder, institution and mechanism within and across all frameworks and thematic areas (in line with their respective mandates, in accordance with each entity’s mandate, and bearing in mind their comparative advantages, taking into account new and evolving development challenges and the need to build on lessons learned, address gaps, avoid duplication and overlap and strengthen the inter-agency approach in this regard).**Function**

Co-Creation and Innovation
8) Support and enable institutions to jointly and systematically co-create, collaborate, drive, research, review, discuss, develop, generate, plan, negotiate, coordinate, advocate and implement - new systemic, integrated and innovative strategies, solutions, tools, policies, programs, implementation, monitoring and review – within and across challenges, frameworks, thematic areas and sectors, and for all levels - in support of; to help accelerate; guided by; and in coordination with; inter alia, global goals, national development plans, and actions taken by existing mechanisms and institutions. **Function**

Peer Learning and Assessment
9) Support and enable institutions to jointly and systematically to engage in ‘peer learning and assessments of progress and policies, allowing for discussions on overall trends, gaps, lessons learned, best practices, and issues, whether they relate to means of implementation, the thematic reviews or others, and boost cooperation and partnerships. Where gaps are noted, additional consultations could help to define appropriate responses’.**Function**

Policy Coherence
10) Support and strengthen policy coherence at all levels global, regional, national and institutional - guided by, in support of and in coordination with global goals, and national development plans, and actions taken by existing mechanisms and institutions.

Harmonization
11) Support and strengthen harmonization between frameworks, thematic areas, sectors and levels - global, regional, national and institutional; guided by, in support of and in coordination with global goals, and national development plans, and actions taken by existing mechanisms and institutions.

Integration
12) Support, strengthen, transform and enable systemic, integrated and sustained knowledge, knowledge exchange, research, cooperation, investment and evidence based decision making, on the inter-linkages, interconnectivity, interdependence; indivisibility and nexus, between and across global challenges; global goals; global frameworks; mechanisms; levels; policies; programs, stakeholders groups; and actions - at all levels national, region, global. **Function**
Navigating Interlinkages
13) Strengthen capacity to understand and navigate inter-linkages and interconnectivity between and across global challenges; global goals; global frameworks; mechanisms; levels; policies; programs, stakeholders groups; and actions - at all levels national, region, global.

Function

Development, Peace and Security, Humanitarian Nexus
14) In particular, strengthen capacity to understand and navigate inter-linkages and interconnectivity between and across the development, peace and humanitarian nexus - at all levels national, region, global. Function

Integrating and Balancing the Three Dimensions of Sustainable Development
15) Support, strengthen, transform and enable systemic and sustained knowledge exchange, research, cooperation, investment and evidence based decision making, in integrating and balancing the economic, social and environmental dimensions of sustainable development. Function

Integrator Function
16) a) Support, strengthen, empower, provide capacity (including framework and infrastructure) and enable stakeholders, institutions and mechanisms; the development, humanitarian, peace building sectors; and international community as a whole, to collectively, together, (within a joint integrated platform) to establish a holistic, systemic and integrated view of the collective activities, root-causes, emerging issues, threats, challenges, gaps, inter-linkages, synergies, tradeoffs, opportunities within and across the global ecosystem, across frameworks, thematic areas, global challenges. Function

b) Serve, support, strengthen, empower, provide capacity (framework and infrastructure) and enable, stakeholders and institutions across all sectors to collectively undertake comprehensive systemic, integrated and sustained - discussion, evaluation, strategic thinking, strategic planning, cooperation, collaboration, decision making, collective action, policy development, implementation and collective actions, on immediate needs, root causes, global goals, long term strategic planning, within and across global frameworks, thematic, areas, sectors and levels.

c) Serve to strengthen knowledge, understanding and navigation of interlinked issues, gaps, synergies and tradeoffs between issues, actions, policies, challenges and progress at various levels, and areas; improve competency, capacity and coordination on these activities; mobilize, align and leverage commitments.

d) Generate 'integrator' level outcomes, recommendations, advice and reports, that feed into intergovernmental and governmental processes at UN, regional and national levels, as well as to the activities of individual institutions

Systemic Knowledge, Support, Engagement, Access, Inclusion
17) Support, strengthen, transform, empower and sustain,

1) Systemic awareness and insight of policy coherence, development and implementation taking place across frameworks and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.

2) Systemic access to policy coherence, development and implementation process and activities through, inter alia, removing barriers to engagement, breaking down silos between thematic areas, and ensuring inclusion and participation.

3) Systemic openness in policy coherence, development and implementation process by increasing, inter alia, transparency, accountability, engagement, in-depth dialogue and collaboration, knowledge exchange, and facilitation.
4) Improving system-wide expertise in policy coherence, development and implementation process by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

5) Improving overall competency in policy coherence, development and implementation process by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

6) Promoting systemic institutional arrangements in policy coherence, development and implementation at all levels by, inter alia, increasing knowledge exchange, training, in-depth discussion and collaboration on best practices, lessons learned on integrated institutional arrangements.

7) Systemic support for policy coherence, development and implementation through, inter alia, increased support for systemic, integrated and in-depth collaboration, dialogue; the provision of dedicated facilities, strategic support services, facilitation, engagement, coherence and continuity.

8) Systemic engagement in policy coherence, development and implementation through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

9) Systemic inclusion and participation in policy coherence, development and implementation processes through, inter alia, systemic and integrated institutional arrangements, both on-line and face-to-face access, provision of a global program platform, provision of a permanent forum; coordination with existing mechanisms.

**Systemic Change, Integration, Paradigm Shift, Transformation**

18) Promote, support, strengthen and improve adoption, transformation and paradigm shift to systemic, holistic and integrated approaches, within and across all sector and levels.

1) Provide a systemic program platform and global forums, for integrated and sustained cross-sectoral engagement, cooperation, coordination, knowledge exchange, partnerships, decision-making and collective action.

2) Enable integrated and sustained cross-sectoral cooperation, engagement, coordination and knowledge exchange - within and across on all frameworks and thematic areas.

3) Provide for engagement, inclusion and participation of existing mechanisms, institutions, platforms, forums and stakeholders across all thematic areas, frameworks, stakeholder sectors and levels.

4) Support and promote integration and balancing of the economic, social and environmental dimensions of sustainable development, in a holistic and cross-sectoral manner, at all levels.

5) Enable integration, and break down silos, between frameworks, thematic areas, stakeholder sectors, institutions and levels, and address hierarchies between agendas, institutions and stakeholders, through the adoption of systemic and integrated approaches, programs, engagement, facilitation, brokering and support services.

6) Promote and enable systemic and integrated communications and coordination with existing mechanism and institutions, within and across frameworks, thematic areas and levels.

7) Ensure alignment with national development plans and international instruments.

8) Promote and provide for systemic, agile and sustained knowledge exchange and learning, across frameworks, forums, institutions and stakeholders - on best practices, tools, modeling, approaches, techniques, technologies, institutional arrangements, frameworks, policies and programs.
19) Promote, support and enable institutions to individually, jointly and systematically:

1. Engage in the paradigm shift towards systemic and integrated approaches
2. Adopt and implement systemic approaches in policy, development and implementation processes
3. Adopt and implement systemic approaches across executive, strategic, managerial, administrative, operational and program functions.
4. Address how to integrate the 2030 Agenda and other frameworks into their work, and adhering to the principles identified therein.
5. Engage in systemic multi-stakeholder cooperation, within and across interconnected thematic areas.
6. Acquire and adopt requisite learning, training, knowledge, expert advice, competencies and “mindset” for systemic thinking, policy coherence and integrated approaches, through the provision of an enabling environment, an open learning culture, systemic global program and forums, strategic support services including the provision of training, knowledge and comprehensive change management support.
7. Support and strengthen innovation in systemic thinking, systemic approaches and systemic change.
8. Build trust, and establish sustained, effective long-term working relationships between sectors, stakeholders, institutions, within and across frameworks and thematic areas.

20) Enhance and transform collective capability to effectively consolidate actions and drive agendas.

21) Support, strengthen and sustain existing stakeholder commitment, ambition, coherence, momentum and action, in and throughout implementation of systemic change, global frameworks and development goals, at all levels.

22) Reduce and transform fragmentation, ad-hoc engagement, duplication and competition into system-wide coherent, systemic and integrated, cooperation, coordination and collective action.

23) Address and resolve areas where there exists, or there is potential risk for, duplicating efforts, fragmentation, incoherence, conflicts of interest, or lack of coordination.

24) Addressing systemic and structural challenges and short-comings, as well as the interlinkages and interconnections between these issues, within and across frameworks, thematic areas, sectors and levels, and within the global architecture and ecosystem, inter alia, inclusion, transparency, accountability, silos, fragmentation, financing, political considerations, institutional frameworks, governance challenges, enabling environment for civil society, policy trade-offs, race-to-the-bottom, regressive policies, lack of adoption, lack of mindset change - and addressing these challenges in a systemic and integrated manner.

25) Remove limitations and barriers to progress for systemic thinking and integrated approaches, in terms of systemic engagement, sustained engagement, inclusion, participation, allotted time for cooperation and decision-making, engagement formats, follow-up processes, coordination with existing mechanisms, planning, coherence, support mechanisms.

**Systemic Knowledge, Support, Engagement, Access, Inclusion**

26) Support, strengthen, transform, empower and sustain,

1) Systemic awareness of systemic thinking and approaches taking place across frameworks and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.
2) Systemic access to systemic thinking, integrated approaches, processes and
activities through, inter alia, removing barriers to engagement, breaking down silos between thematic areas, ensuring inclusion and participation.

3) Systemic openness in systemic and integrated approaches, processes and activities by increasing, inter alia, transparency, engagement, in-depth dialogue and collaboration, knowledge exchange, facilitation.

4) Improving system-wide expertise to systems thinking, and integrated approaches, processes and activities by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

5) Improving competency in systems thinking, and integrated approaches by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

6) Promoting systemic institutional arrangements using systems thinking, and integrated approaches at all levels by, inter alia, increasing knowledge exchange, training, in-depth discussion and collaboration on best practices, lessons learned on integrated institutional arrangements.

7) Systemic support for systems thinking and integrated approaches through, inter alia, increased support for systemic, integrated and in-depth collaboration, dialogue; the provision of dedicated facilities, strategic support services, facilitation, engagement, coherence and continuity.

8) Systemic engagement in systems thinking and integrated approaches through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

9) Systemic inclusion and participation in systems thinking and integrated approaches, processes and activities through, inter alia, access to systemic and integrated institutional arrangements, both on-line and face-to-face, provision of a global program platform, provision of a permanent forum; coordination with existing mechanisms.
II) International Cooperation

Core Strategic Objective 2: Enhance International Cooperation, Partnerships and Coordination

The United Institutions will contribute to the enhancement, transformation, strengthening and improvement of global cooperation by fulfilling and achieving the following objectives and functions, in support of strategic objective 1 – Enhance Global Development, Peace and Security, Humanitarian Assistance and Human Rights.

Overarching Objective

Strengthen International Cooperation at the Global Level

27) Support and strengthen international cooperation and multi-stakeholder engagement, at the global level, with the provision of strategic infrastructure, improved capacity and resources, to support the global sustainable development, peace and security, humanitarian aid and human rights sectors, as a whole.

Institutional Framework

28) Expand the space for international cooperation and collaboration for institutions engaged at the global level. Function

29) Support, strengthen and provide improved and more effective institutional framework at the global level. Function

30) Provide dedicated space, infrastructure and forums for systemic sustained international cooperation. Function

31) Provide a standing, sustainable, dependable structure for cooperation. Function

32) Serve to institutionalize, structure and systematize global level cooperation. Function

33) Provide a systemic, integrated and sustained platform for continuous dialogue, stocktaking and agenda setting, across frameworks, thematic areas and levels. Function

34) Provide focused, dynamic and action-oriented agenda, ensuring the appropriate consideration of new and emerging challenges.

35) Provide an enabling and empowering environment at the global level for open, meaningful, in-depth, dynamic, innovative and safe - discussion, knowledge exchange and cooperation between all stakeholder sectors, within and across frameworks, thematic areas, sectors and levels. Function

36) Provide an enabling environment at the global level for institutions and stakeholders to drive, cooperate and engage in collective action. Function

37) Provide an enabling environment at the global level for institutions and stakeholders to engage together and work together in a systemic, integrated and sustained manner. Function

38) Provide an enabling environment and ample space at the global level - for stakeholders to organize and arrange for meetings, international conferences, symposiums, working groups,
forums, lectures, training and other events, working within and across frameworks, thematic areas, sectors and levels. **Function**

39) Provide ‘ample space to non-state actors to organize events before and during United Nations events, with links to official meetings, with ample time for discussions, cooperation, in-depth formats, follow-up and review and to make announcements of commitments, inter alia’. **Function**

**Multi-Stakeholder Engagement**

40) Serve, support and enable institutions to engage in systemic, comprehensive, institutionalized, in-depth and sustained multi-stakeholder engagement across frameworks, agendas, thematic areas partnerships, sectors. **Function**

41) Enhance capacity for multi-stakeholder engagement and cooperation, across frameworks, agendas, thematic areas, partnerships and sectors. **Function**

42) Increase efficiency, cost effectiveness of multi-stakeholder engagement at the global level - across frameworks, agendas, thematic areas partnerships, sectors. **Function**

43) Increase capacity and quality of multi-stakeholder engagement at the global level - across frameworks, agendas, thematic areas partnerships, sectors. **Function**

44) Convene and bring together stakeholders engaged across the global frameworks and thematic areas, from national, regional and global levels. **Function**

45) Empower, mobilize, build capacity for and afford stakeholders to participate in multi-stakeholder engagement across the global frameworks and thematic areas, from national, regional and global levels. **Function**

46) Serve, support and provide for systemic engagement for all stakeholder groups in global forums and in the global program platform. **Function**

47) Serve, support, provide and enable stakeholder engagement and participation from the full range of actors engaged in global development, peace and security, humanitarian aid and human rights: intergovernmental organizations, nongovernmental organizations, major groups, civil society, multi-stakeholder partnerships, think tanks, UN system agencies, governments bilateral agencies, global funds, programmes, financial institutions, private sector actors, research institutes, scientific community, education institutions, philanthropic foundation, multi-stakeholder partnerships and coalitions.

48) Serve, promote, support and strengthen systemic **inclusion and participation** at all levels, across frameworks and thematic areas, and at United Institutions global forums and global program platforms. **Function**

49) Promote, enable, support, transform, strengthen - systemic and sustained teamwork and team spirit.

50) Build trust, and establish sustained, effective long-term working relationships.

51) Serve, support and strengthen both face-to-face and on-line collaboration, acknowledging and leveraging the comparative advantages of both forms of engagement. **Function**

52) Serve to provide leadership for systemic global multi-stakeholder engagement at the global level - across frameworks, agendas, thematic areas, partnerships, sectors. **Function**
53) **Systemic Knowledge, Support, Engagement, Access, Inclusion**

Support, strengthen, transform, empower and sustain,

1) Systemic awareness of multi-stakeholder engagement, processes and activities taking place across frameworks and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.

2) Systemic access to multi-stakeholder engagement, processes and activities through, inter alia, removing barriers to engagement, breaking down silos between thematic areas, ensuring inclusion and participation.

3) Systemic openness in multi-stakeholder engagement, processes and activities by increasing, inter alia, transparency, engagement, in-depth dialogue and collaboration, knowledge exchange, facilitation.

4) Improving system-wide expertise in multi-stakeholder engagement, processes and activities by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

5) Improving competency in multi-stakeholder engagement, processes and activities by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

6) Promoting systemic multi-stakeholder engagement, processes and activities using systems thinking, and integrated approaches at all levels by, inter alia, increasing knowledge exchange, training, in-depth discussion and collaboration on best practices, lessons learned on integrated institutional arrangements.

7) Systemic engagement in multi-stakeholder engagement, processes and activities through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

8) Systemic inclusion and participation in multi-stakeholder engagement, processes and activities through, inter alia, systemic and integrated institutional arrangements, both on-line and face-to-face access, provision of a global program platform, provision of a permanent forum; coordination with existing mechanisms.

**Multi-Stakeholder Partnerships**

54) Support, strengthen and facilitate systemic and in-depth cooperation, coordination, integration, alignment and knowledge exchange - between multi-stakeholder partnerships; and between partnerships and other mechanisms, institutions and stakeholders, across frameworks, thematic areas, sectors and levels - at the global level - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions. **Function**

55) Support and strengthen alignment and integration of multi-stakeholder partnerships with global frameworks and national development plans.

56) Serve to support, strengthen and empower partnerships to adopt systemic and integrated approaches across frameworks, thematic areas, sectors and levels.

57) Serve to support and strengthen system-wide partnership training, knowledge, competence, capacity and an enabling environment for partnerships across frameworks, thematic areas, sectors and levels, by providing for strengthened coherence, knowledge exchange, access to training, and through awareness building, discussion and collaboration on partnership - best practices, principles, tools, mechanisms, requirements, challenges, opportunities, risk management, monitoring and evaluation.
58) Serve to support and strengthen transparency and accountability of partnerships

59) Serve to promote, support, strengthen and help facilitate a systemic, integrated and coherent partnership landscape across all frameworks, thematic areas, sectors and levels, inter alia, addressing sustainability, harmonization, gaps, overlaps, opportunities, challenges, requirements, short comings, resource mobilization.

60) Serve as an “integrator” for multi-stakeholder partnerships - at the global level, serving as an institutional coordination mechanism. **Function**

61) **Systemic Knowledge, Support, Engagement, Access, Inclusion**

   Support, strengthen, transform, empower and sustain,

   1) Systemic awareness of multi-stakeholder partnerships, processes and activities taking place across frameworks and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.

   2) Systemic access to multi-stakeholder partnerships, processes and activities through, inter alia, removing barriers to engagement, breaking down silos between thematic areas, ensuring inclusion and participation.

   3) Systemic openness in multi-stakeholder partnerships, processes and activities by increasing, inter alia, transparency, engagement, in-depth dialogue and collaboration, knowledge exchange, facilitation.

   4) Systemic engagement in multi-stakeholder partnerships, processes and activities through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

   5) Systemic inclusion and participation multi-stakeholder partnerships, processes and activities through, inter alia, systemic and integrated institutional arrangements, both on-line and face-to-face access, provision of a global program platform, provision of a permanent forum; coordination with existing mechanisms.

**Connectivity**

62) Support, foster and enable systemic, integrated and sustained connectivity - between stakeholders, institutions and mechanisms - across frameworks, thematic areas, sectors and levels. **Function**

63) Support, foster and enhance systemic and integrated networking, strategic relationships, relationship building, engagement, coherence, cooperation, coordination and mutual awareness - between stakeholders, institutions and mechanisms - across frameworks, thematic areas, sectors and levels. **Function**

64) Serve as an “integrator” to strengthen systemic and institutionalized connectivity between existing mechanisms - at the global level. Serving as an institutional coordination mechanism (for knowledge exchange, expertise, commitments, support requests, problem solving and addressing challenges, gaps and opportunities, generated by, identified or being worked on by existing mechanisms.) **Function**

65) Serve to support and strengthen systemic awareness and knowledge of, importance of access points, agendas, strategies, stakeholders, engagement, cooperation, synchronization and integration.

66) Provide the global network of mechanisms, institutions and processes, with a permanent global level forum and institutional mechanism, where they can discuss their work, within and across frameworks, thematic areas, sectors and levels. **Function**
Enable mechanisms, stakeholders and institutions to work closely together and build on each other’s work, on a systemic and sustained manner, working across frameworks, thematic areas, sectors and levels. **Function**

**68) Systemic Knowledge, Support, Engagement, Access, Inclusion**

Support, strengthen, transform, empower and sustain,

1) Systemic awareness of connectivity, and related processes and activities taking place across frameworks and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.

2) Systemic access to connectivity and related processes and activities through, inter alia, removing barriers to engagement, breaking down silos between thematic areas, ensuring inclusion and participation.

3) Systemic openness on connectivity and related processes and activities by increasing, inter alia, transparency, engagement, in-depth dialogue and collaboration, knowledge exchange, facilitation.

4) Improving system-wide expertise in connectivity and related processes and activities by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

5) Improving competency in connectivity and related processes and activities by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

6) Promoting systemic connectivity and related processes and activities using systems thinking, and integrated approaches at all levels by, inter alia, increasing knowledge exchange, training, in-depth discussion and collaboration on best practices, lessons learned on integrated institutional arrangements.

7) Systemic engagement in connectivity and related processes and activities through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

8) Systemic inclusion and participation in connectivity and related processes and activities through, inter alia, systemic and integrated institutional arrangements, both on-line and face-to-face access, provision of a global program platform, provision of a permanent forum; coordination with existing mechanisms.

**International Cooperation, Coordination, Leverage, Collective Action**

Support, strengthen, transform and sustain systemic and integrated – international cooperation, coordination, knowledge exchange, synchronization and alignment between mechanisms and stakeholders, within and across frameworks, thematic areas, sectors and levels. **Function**

70) In particular, support, strengthen, transform and sustain systemic and integrated – international cooperation, connectivity, coordination, knowledge exchange, synchronization and alignment between development, peace and security, and humanitarian aid communities, mechanisms and stakeholders. **Function**

71) Support, strengthen, transform and sustain systemic and integrated - **collective action** by mechanisms and stakeholders, through increased cooperation, coordination, integration, knowledge exchange, alignment, synchronization across frameworks, thematic areas.

72) Support, strengthen and enable institutions to individually, jointly and systematically – **connect, exchange, align, synchronize, coordinate, integrate** – **individual and collective contributions**, inter alia, leadership, knowledge, expertise, innovation, political will, strategies, synergies, policies, resources, capacities, solutions, commitments, actions and efforts, generated...
by existing mechanisms and institutions, across global frameworks, thematic areas, sectors, operational areas and levels – in the planning, development, implementation and monitoring of policies and programs; addressing global challenges, and realizing of global development goals, peace and security, humanitarian aid and human rights. Function

73) Support, strengthen and enable institutions to individually, jointly and systematically – capture, aggregate, mobilize, utilize, harness and leverage – individual and collective contributions, generated by existing mechanisms and institutions, across global frameworks, thematic areas, sectors, and levels – in the planning, development, implementation and monitoring of policies and programs; addressing global challenges, and realizing of global development goals, peace and security, humanitarian aid and human rights. Function

74) Support, strengthen and enable institutions to individually, jointly and systematically – strengthen, advance, accelerate – individual and collective contributions generated by existing mechanisms and institutions, across global frameworks, thematic areas, sectors, and levels – in the planning, development, implementation and monitoring of policies and programs; addressing global challenges, and realizing of global development goals, peace and security, humanitarian aid and human rights. Function

75) Support, strengthen and enable institutions to individually, jointly and systematically – enhance transparency, accountability, monitoring and evaluation of – individual and collective contributions generated by existing mechanisms and institutions, across global frameworks, thematic areas, sectors, and levels – in the planning, development, implementation and monitoring of policies and programs; addressing global challenges, and realizing of global development goals, peace and security, humanitarian aid and human rights.

76) Support, strengthen and facilitate – systemic - sharing of experiences, including best practices, successes, challenges and lessons learned. Function

77) Support, strengthen and facilitate - upstream and horizontal - knowledge exchange, discussion, cooperation, decision-making and scaling up of solutions, strategies, programs and policies. Function

Systemic Knowledge, Support, Engagement, Access, Inclusion

78) Support, strengthen, transform, empower and sustain,

1) Systemic awareness of international cooperation, coordination, collective action taking place across frameworks and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.

2) Systemic access to international cooperation, coordination, collective action through, inter alia, removing barriers to engagement, breaking down silos between thematic areas, ensuring inclusion and participation.

3) Systemic openness in international cooperation, coordination, collective action by increasing, inter alia, transparency, engagement, in-depth dialogue and collaboration, knowledge exchange, facilitation.

4) Improving system-wide expertise in international cooperation, coordination, collective action through increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

5) Improving competency in international cooperation, coordination, collective action by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

6) Promoting systemic international cooperation, coordination, collective action using systems thinking, and integrated approaches at all levels by, inter alia, increasing knowledge exchange, training, in-depth discussion and collaboration on best practices, lessons learned on integrated institutional arrangements.
7) Systemic engagement in international cooperation, coordination, collective action through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

8) Systemic inclusion and participation in international cooperation, coordination, collective action, inter alia, systemic and integrated institutional arrangements, both on-line and face-to-face access, provision of a global program platform, provision of a permanent forum; coordination with existing mechanisms.

Coordination with International and National Institutions and Mechanisms

79) Support, strengthen and enable institutions to individually, jointly and systematically coordinate knowledge, activities and efforts with existing international, regional and national institutions and mechanisms, inter alia, nation states, regional organizations, intergovernmental organizations, the United Nations system, partnerships and platforms, across frameworks, thematic areas, sectors and levels. Includes inputs and outputs from individual stakeholders and as collective work, undertaken at the United Institutions. Function

80) Support, strengthen, transform and improve individual and collective coordination, cooperation and knowledge exchange between institutions, stakeholders, mechanisms and global partnerships at the international level - in their collective engagement and support of national development plans, and in their engagement with governments, institutions, coordination mechanisms and stakeholders at national and local levels.

81) Support, strengthen, transform and improve coordination, cooperation and the collective capacity of international actors to reinforce and complement national capacity, priorities and processes in realizing sustainable development, humanitarian assistance, peace and security and human rights.

In particular support, strengthen, transform and improve coordination and cooperation between international actors across frameworks at the international level. This will support stakeholders individually and collectively to improve their collaboration and coordination with development, humanitarian, peace and security actors, in the implementation of their respective reinforcing and complementary roles to national and local activities, and help ensure coherent, coordinated and integrated reinforcing and complementary international support within and across frameworks.

Capacity Building and Support

82) Support, strengthen, improve institutional capacity at the international level for the global system as a whole, and for the humanitarian assistance, development, peace and security, and human rights sectors, by providing an integrated global strategic framework, dedicated institutional coordination mechanism, enabling environment, systemic and integrated cross-framework program platform, strategic support services, and dedicated facilities at the global level, and by proving core support for international collaboration, systemic change, partnerships, and policy coherence. Function

83) Support capacity of individual organizations by providing strategic support, institutional coordination mechanism, facilities, program platform, strategic support, guidance, knowledge, expertise, facilitation and training, and by proving core support for international collaboration, systemic change, partnerships, and policy coherence, integrated with the collaborative work undertaken at the United Institutions. Function

84) Promote an enabling environment and support for civil society, across all frameworks, thematic areas, sectors and levels.
85) Provide strategic support, inter alia, secretariat support, coordination support, conference management, facilitation and brokering. **Function**

86) Support and strengthen multi-stakeholder engagement, cooperation and partnerships. **Function**

87) Provide an enabling environment and support for civil society at global level. **Function**

88) Support and strengthen partnership literacy, capacity and competency.

**Systemic Knowledge, Support, Engagement, Access, Inclusion**

89) Support, strengthen, transform, empower and sustain,

1) Systemic awareness of capacity building taking place across frameworks and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.

2) Systemic access to capacity building, inter alia, removing barriers to engagement, breaking down silos between thematic areas, ensuring inclusion and participation.

3) Systemic openness to capacity building by increasing, inter alia, transparency, engagement, in-depth dialogue and collaboration, knowledge exchange, facilitation.

4) Improving system-wide capacity building through increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

5) Improving competency in capacity building by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

6) Promoting systemic capacity building at all levels by, inter alia, increasing knowledge exchange, training, in-depth discussion and collaboration on best practices, lessons learned on integrated institutional arrangements.

7) Systemic engagement in capacity building through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

8) Systemic inclusion and participation in capacity building, inter alia, systemic and integrated institutional arrangements, both on-line and face-to-face access, provision of a global program platform, provision of a permanent forum; coordination with existing mechanisms.

**Service**

**Service and Outputs for Institutions**

90) Serve and support individual institutions, mechanisms and stakeholders, inter alia, NGOs, INGOs, think tanks, IGOs, UN agencies, permanent missions, private sector actors, research institutes, scientific community, education institutions, philanthropic foundations, partnerships, forums and platforms, by inter alia,

1. Providing a dedicated institutional mechanism, interface and enabling environment at the international level, for sustained, systemic, in-depth engagement, collaboration and knowledge exchange across agendas, issues, platforms, mechanisms, levels and silos.

2. Providing infrastructure to enable institutions to individually, jointly and systematically – synchronize, harness, leverage, develop, utilize and implement knowledge, strategies, partnerships and solutions.

3. Ensuring their work, knowledge and expertise is shared in a comprehensive, systemic, integrated and sustained manner with other relevant stakeholders, within and across frameworks, thematic areas and levels.

4. Ensuring that institutions can gain sustained knowledge, strategies and expertise from experts across all levels and issues.
5. Ensuring that their own work operations and programs is informed, harnesses and benefits from the knowledge, strategies and inputs etc gained from their in-depth engagement with other stakeholders, in a systemic, integrated and sustained manner.
   1) In their work at national, regional and global levels, across the agendas
   2) In their work on policy coherence
   3) In the effort of strengthening coherence, holistic approaches and integration

6. Ensure that the institutions receive support and capacity building, in an environment of stretched budgets, fragmentation, competition, lack of connectivity, lack of in-depth exchange and joint learning.

7. Supporting and enabling institutions to forge systemic and sustained strong working relationships with development actors within and across thematic areas, sectors, frameworks and levels.
III) International Architecture

Core Strategic Objective 3: Enhance International Architecture, Institutional Framework and Existing Mechanisms

The United Institutions will contribute to the enhancement, strengthening and improvement of the Global Architecture by **fulfilling and achieving the following objectives and functions**, recognizing the need to build on existing platforms and processes, where these exist, avoid duplication and respond to national circumstances, capacities, needs and priorities.

**Strengthen International Architecture**

91) Serve to support, strengthen and advance the international architecture for development, peace and security, and humanitarian assistance. Provide an institutional coordination mechanism and universal resource at the global level - to strengthen connectivity, cooperation, coordination, inclusion, integration and harmonization of global efforts and to reduce incoherence, fragmentation, one-off engagements, competition, inefficiencies, costs, time and lack of coordination. **Function**

92) Serve as an ‘integrator’ at the global level, enabling existing mechanisms and stakeholders across frameworks, thematic areas, sectors and levels, to engage in systemic and sustained, cooperation and coordination, at the global level. **Function**

**Complement Existing Mechanisms**

93) Serve to complement and support existing mechanisms, and not duplicate or compete with the work of existing mechanisms and institutions, in particular the activities, roles and functions of the national governments, intergovernmental organizations, the United Nations system, multi-stakeholder partnerships, and the Global Partnership for Development Effectiveness.

94) Serve to complement, support, strengthen, amplify, accelerate, align and leverage individual and collective efforts of existing institutions and mechanisms at national, regional and international levels, by providing a results driven, dedicated institutional coordination mechanism and platform at the global level, that is mandated and adequately equipped to drive, enable and foster, inter alia, **Function**

1. Systemic, in-depth and sustained engagement, cooperation, collaboration and coordination between existing mechanisms within and across frameworks, thematic areas and sectors
2. Horizontal and vertical, including up-stream, knowledge exchange
3. Systemic, integrated, coherent, comprehensive and sustained - connectivity, analysis, integration and leverage of - information, knowledge, expertise and insights developed and gained by institutions and mechanisms, within and across thematic areas, geographical areas or levels.
4. Cohesive, systemic, integrated and sustained development and implementation of strategies, plans, solutions and efforts, within and across frameworks, thematic areas and sectors.
Support and Strengthen Existing Institutions and Mechanisms

95) Serve to support and strengthen existing international and national mechanisms including the United Nations system, intergovernmental organizations, regional organizations, nation states and partnerships by helping to ensure that, inter alia, Function

1) Institutions can better draw on, be informed by, learn from, harness, leverage, utilize, understand, navigate, coordinate, and integrate the contributions of stakeholders into their work, inter alia, knowledge, expertise, commitments, solutions, strategies, perspectives, joint statements, innovations, coordinated work, financing and resources.

2) Policies, programs and efforts by national and international institutions mechanisms are systemically and coherently discussed, exchanged, shared, adopted, aligned, integrated and coordinated with institutions, mechanisms and stakeholders, across frameworks, thematic areas, sectors and levels.

3) Policies, programs and efforts of national and international mechanisms are supported by relevant stakeholders, within and across frameworks, thematic areas, sectors and levels.

4) Mobilizing, strengthening and streamlining stakeholder contributions toward achieving the goals and activities of existing institutions and mechanisms, including inter alia, advocacy, programs, financing, policies, integration, institutional mechanisms, governance and partnerships.

5) Supporting, strengthening and streamlining stakeholder interventions with existing intergovernmental institutions and mechanisms at the global level, including, inter alia, United Nations commissions, committees and forums.

96) Serve to support and strengthening global frameworks and international instruments, inter alia, the 2030 Agenda for Sustainable Development, the Agenda for Humanity, the Paris Agreement on Climate Change, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Busan Partnership on Development Effectiveness, the Sendai Framework for Disaster Risk Reduction, and United Nations Resolutions on the UN Peacebuilding Architecture and sustainable peace, by ensuring, inter alia

1) Policies, programs and efforts are adopted, aligned, integrated and coordinated, across frameworks, thematic areas, sectors and levels, institutions and stakeholders;

2) Stakeholder contributions to these frameworks are strengthened, coordinated, aligned and streamlined;

3) Policies, programs and efforts are supported by the extended network of organizations and institutions in the immediate and extended area covered by the framework.

97) Serve to support existing mechanisms as follows, inter alia,

1) Providing a dedicated institutional mechanism, interface and enabling environment at the international level, for sustained, systemic, in-depth engagement, collaboration and knowledge exchange across frameworks, issues, platforms, mechanisms, levels and silos. Function

2) Supporting and enabling existing institutions and mechanisms to individually, jointly and systematically align, synchronize, harness, leverage, develop, utilize and implement knowledge, strategies, partnerships and solutions, and inter alia,

   a. Ensure that their work, knowledge and expertise is shared with other stakeholders, in a systemic, coherent, integrated and sustained manner.
   b. Ensure that the institutions can gain knowledge, strategies and expertise from experts across all levels and issues, in a systemic and sustained manner.
   c. Ensure that their operations and programs are informed, harness and benefit from knowledge, strategies and inputs gain from their in-depth engagement, knowledge exchange and cooperation with other stakeholders, inter alia, in their work at national, regional and global levels.
3) Provide strategic support services and capacity building to institutions sector wide, in a state of stretched budgets, fragmentation, competition, lack of connectivity, lack of in-depth exchange and joint learning. **Function**

4) Build and strengthen trust and strategic relationships between stakeholders within and across frameworks, thematic areas, sectors and levels.

**Systemic Knowledge, Support, Engagement, Access, Inclusion**

98) Support, strengthen, transform, empower and sustain,

1) Systemic awareness of existing mechanisms, across frameworks and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.

2) Systemic access to existing mechanisms, inter alia, removing barriers to engagement, breaking down silos between thematic areas, ensuring inclusion and participation.

3) Systemic openness of and to existing mechanisms by increasing, inter alia, transparency, engagement, in-depth dialogue, collaboration, knowledge exchange, facilitation.

4) Improving of existing mechanisms system-wide through increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

5) Improving competency in processes and activities of existing mechanisms, by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

6) Systemic engagement with existing mechanisms through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

7) Systemic inclusion and participation in existing mechanisms, inter alia, systemic and integrated institutional arrangements, both on-line and face-to-face access, provision of a global program platform, provision of a permanent forum; coordination with existing mechanisms.

**Systemic Knowledge, Support, Engagement, Access, Inclusion (Frameworks)**

99) Support, strengthen, transform, empower and sustain,

1) Systemic awareness of frameworks - across other frameworks, thematic areas, sectors and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.

2) Systemic access to frameworks inter alia, removing barriers to engagement, breaking down silos between thematic areas, ensuring inclusion and participation.

3) Systemic openness of existing mechanism by increasing, inter alia, transparency, engagement, in-depth dialogue and collaboration, knowledge exchange, facilitation.

4) Improving of frameworks system-wide through increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

5) Improving competency in frameworks by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

6) Systemic engagement with frameworks through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

7) Systemic inclusion and participation in frameworks, inter alia, systemic and integrated institutional arrangements, both on-line and face-to-face access, provision of a global program platform, provision of a permanent forum; coordination with existing institutions.
IV) Global Governance

Core Strategic Objective 4: Enhance Global Governance

The United Institutions will contribute to the enhancement, strengthening and improvement of Global Governance by fulfilling and achieving the following objectives and functions,

100) Support the goal of an inclusive, transparent, reformed, strengthened and effective multilateral system. Function

101) Support, strengthen and improve governance and institutional arrangements at the global level. Function

102) Support the goal of strengthening and revitalizing the Global Partnership. Function

103) Support and strengthen political leadership.

104) Support, empower and enable collaborative leadership.182

105) Support and strengthen leadership, guidance and recommendations for sustainable development, sustainable peace, humanitarian assistance and human rights. Function

106) Support and enhance evidence-based decision-making across frameworks, thematic areas, and sectors, at all levels. Function

107) Recognizing that improving stakeholder engagement through United Institutions does not mean that stakeholder engagement at existing mechanisms inter alia, United Nations, regional organizations and at national levels shouldn’t be strengthened too.

Systemic Knowledge, Support, Engagement, Access, Inclusion (Frameworks)

108) Support, strengthen, transform, empower and sustain,

1) Systemic awareness of governance arrangements - across other frameworks, thematic areas, sectors and levels through, inter alia, increased knowledge exchange, and promoting increased cross-sector engagement.

2) Systemic access to governance arrangements through inter alia, removing barriers to engagement, breaking down silos between thematic areas, ensuring inclusion and participation.

3) Systemic openness of and to governance arrangements by increasing, inter alia, transparency, engagement, in-depth dialogue and collaboration, knowledge exchange, facilitation.

4) Improving of governance arrangements system-wide through increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

5) Improving governance competency by increased knowledge exchange, training, inclusion, transparency, co-creation, in-depth discussion and collaboration.

6) Systemic engagement with governance arrangements through, inter alia, systemic inclusion, openness, transparency, participation, provision of facilities, opportunity for in-depth collaboration and engagement.

7) Systemic inclusion and participation in governance arrangements, inter alia, systemic and integrated institutional arrangements, both on-line and face-to-face access, provision of a global program platform, provision of a permanent forum; coordination with existing mechanisms.
Strategic Outcomes and Added Value

1) Systemic, integrated, evidence-based and context specific,

   1) Outcome documents.
   2) Advisories.
   3) Recommendations.
   4) Action agendas.
   5) Action points.
   6) Commitments.
   7) Partnerships.
   8) Programmes.
   9) Knowledge.
   10) Expertise.
   11) Policy recommendations.
   12) Technology transfer.
   13) Perspectives.

2) Systemic, integrated, in-depth, evidence-based, and sustained

   1) Engagement.
   2) Dialogue.
   3) Knowledge exchange.
   4) Problem solving.
   5) Cooperation.

   Within and across frameworks, agendas and levels - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

3) System-wide transformation, advancement, acceleration, institutionalization and sustainability - in institutional and sector wide, proficiency, knowledge, competency, expertise, capacity, coherence, commitment, resources, programmes, solutions, policies, coherence, frameworks, inclusion and participation in, inter alia,

   1) Systemic thinking.
   2) Cooperation.
   3) Partnering.
   4) Coherence.
   5) Coordination.
   6) Integration.
   7) Innovation.
   8) Engagement.
   9) Inclusion.
   10) Transparency.

In addressing challenges, policy development, implementation and realizing, development goals, across all frameworks, agendas, thematic areas, sectors and levels - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.
4) System-wide transformation, advancement, acceleration, institutionalization and sustainability in - systemic thinking, cooperation, partnering, coherence, coordination, connectivity, integration, efficiency, effectiveness, innovation, engagement, inclusion, strategic relations, transparency and accountability; capitalization, coordination, harmonization and leverage of contributions; and systemic, integrated and coordinated individual and collective actions in, inter alia

1) Addressing global challenges.
2) Policy development.
3) Implementation and realizing development goals.

Across all frameworks, agendas, thematic areas, sectors and levels - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

5) System-wide transformation, advancement, acceleration, institutionalization and sustainability in reducing, mitigating, preventing and/or eliminating, inter alia

1) Fragmentation.
2) Incoherence.
3) Competition.
4) Silos.
5) Risks.
6) Single-issue approaches.
7) Lack of coordination, cooperation, inclusion, participation, engagement, transparency, accountability, and systemic thinking,

In addressing challenges, policy development, implementation and realizing, development goals, across all frameworks, agendas, thematic areas, sectors and levels.

6) A strengthened and vibrant global partnership; systemic, agile and intensive global engagement; coherent and coordinated means of implementation for

1) Addressing global challenges.
2) Policy coherence, development.
3) Implementation and coordination.

In realizing of global development goals, across all frameworks, agendas, thematic areas, sectors and levels, - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

7) System-wide transformation, advancement, acceleration, institutionalization and sustainability in,

1) Systemic change.
2) Addressing global challenges.
3) Policy coherence.
4) Development.
5) Implementation and coordination.
6) Realizing global development goals.

Across all frameworks, agendas, thematic areas, sectors and levels, - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.
Chapter VII: Institutional Framework
Institutional Framework

Global Institution and Coordination Mechanism

1) The United Institutions is a new global institution, institutional coordination mechanism and a permanent global forum for international cooperation, integration, multi-stakeholder engagement, partnerships and collective action in the fields of sustainable development, international peace and security, humanitarian aid and human rights.

2) The United Institutions is developed to provide a systemic and integrated global strategic framework, a comprehensive infrastructure and a global program platform, designed to meet the goals and objectives to serve, support, strengthen and enable systemic and integrated connectivity, cooperation and coordination within and across frameworks, thematic areas, sectors and levels.

3) The United Institutions will consist of the following functions, services and components:

Permanent World Forum

4) The United Institutions is developed to serve and function as a permanent world forum for international cooperation at the global level and as a global institutional coordination mechanism. The United Institutions will provide a dedicated year-round forum to support and enable institutions and organizations to connect, engage and work together in a systemic, comprehensive and integrated manner, within and across frameworks, thematic areas, sectors and levels, and to engage in systemic, integrated cooperation, collaboration and collective action on pressing global challenges and global development goals.

International Center

5) The United Institutions is developed to provide a permanent venue, secretariat and international center for international cooperation. The international center will serve to provide office and conference facilities to host permanent year-round global forums, as well as international conferences, summits, meetings and other stakeholder events, provide strategic support services, house the program secretariat, house IT for global connectivity, and will feature office space for permanent and visiting delegations.

6) The permanent venue is to be located in New York along with the United Nations, to support and strengthen coherence, cooperation and integration at the global level.

7) The venue will be a universal resource, available to institutions, stakeholders, sectors and organizations within the international community, for engagement at the United Institutions, host stakeholder led engagements and forums, as well as to host events related to United Nations policy cycles, committees, commissions, conferences and meetings.

Infrastructure

8) The United Institutions will provide organizations within the international community with a comprehensive, systemic and integrated infrastructure for international cooperation, consisting of physical components, programs and strategic support services.
9) The permanent infrastructure is developed to provide a universal and enabling environment for systemic international cooperation, multi-stakeholder engagement, partnerships, capacity building, inclusion, participation and collective action, for organizations and stakeholders working across all frameworks, thematic areas, sectors and levels – national, regional and global.

10) The permanent infrastructure is developed to support and enable organizations to engage in continuous systemic and integrated international cooperation and development across frameworks, thematic areas sectors and levels; improve coordination and communications, develop comprehensive policies and solutions, implement systemic change, strengthen existing institutions, mechanisms and partnerships; enable integration across thematic areas, improve efficiency, and help meet objectives for the sector as whole, at global, regional, national and local levels.

11) The infrastructure will consist of global forums, a permanent program platform and forums for organized recurring deliberations, meetings and conferences; strategic support services, a secretariat; dedicated conference and meeting facilities; office space; engagement with leading global institutions; coordination with intergovernmental and national mechanisms; an extensive knowledge network; and global accessibility.

Strategic Services and Functions

12) The United Institutions will serve to provide a host of strategic services and functions to institutions and stakeholders within the international community; the sustainable development, peace and security, humanitarian, and human rights sectors; and the ecosystem as a whole. These functions and services are described and listed in Chapter V: Strategic Objectives and Functions, earlier in this document.

Membership

13) United Institutions membership will include, inter alia, intergovernmental organizations, nongovernmental organizations, civil society organizations, major groups, bilateral agencies, governmental institutions, think tanks, education institutions, research organizations, philanthropic organizations, corporations, academic institutions and the scientific community.

14) The United Institutions is developed to provide stakeholders with a comprehensive global membership program including inter alia, institutional services, functions and programs, engagement, strategic support, facilities and business incentives.

Global Program Platform and Global Forums

15) The United Institutions will serve to provide a systemic and integrated permanent program platform for international cooperation. The platform will consist of dedicated standing global forums for systemic, institutionalized and sustained engagement and cooperation between of existing institutions, mechanisms and stakeholders.

16) The overarching goal and objective of the United Institutions global forums is to serve, enable, facilitate, support, strengthen, transform, and help accelerate progress towards addressing global challenges and meeting global development goals, in a systemic and integrated manner; including inter alia, eradication of poverty, inequality and hunger, maintaining and sustaining international peace and security, protecting and sustaining human rights, providing humanitarian assistance, protecting the environment, and ensuring the well being of people and the planet.
17) The UI Global Forums will support and enable stakeholders, mechanisms and institutions to focus attention together in a comprehensive, accredited and internationally recognized forum. The concept is akin to the environment the United Nations Headquarters provides its member states. It presents a new level of possibility for continuous international cooperation between organizations in the public, civil and private sectors.

18) The Global Forums will serve, support, strengthen and enable a systemic, coherent, integrated, efficient, inclusive, and expanded space, for international cooperation, multi-stakeholder engagement and collective action, at the global level.

19) The Global Forums are developed to serve as a universal and central institutional coordination mechanism, collaborative platform and 'integrator', at the global level, complementing and supporting the mandates and functions of existing mechanisms and institutions at the national, regional and global levels.

20) The platform is developed to strengthen and advance global capacity in addressing global challenges and in achieving global development goals.

21) The platform is developed to strengthen and enhance the global architecture, and the connectivity within the global ecosystem of existing mechanisms.

22) The platform is developed to serve as a central integration forum - supporting, strengthening and systemically connecting the global network of existing mechanisms, forums, platforms, partnerships, stakeholders, institutions and processes at national, regional and global levels.

23) The objectives and functions of the platform are developed to build on, strengthen, integrate and align the collective work of existing mechanisms and stakeholders, across frameworks, thematic areas, sectors and levels.

24) The United Institutions Global Forums aim to bring together and support existing platforms, strengthen coherence, and enable stakeholders to work together towards collective outcomes.

25) The objectives and functions of the Global Forums are guided by the principles that all efforts should put people in the center and be guided by national development plans, circumstances and priorities.\textsuperscript{183}

26) The Global Forums will be aimed at ensuring that all forum activities build on efforts at the national and regional levels.\textsuperscript{184}

27) The global forums are aimed at being open, transparent, inclusive and participatory.\textsuperscript{185}

28) The UI Global Forums are aimed at being of service, useful and applicable to all institutions, mechanisms and stakeholders.\textsuperscript{186}

29) The Global Forums will be a permanent year-round platform, face-to-face and online. The United Institutions will host the global forum meetings, forums and conferences at the United Institutions Secretariat and headquarters in New York, as well as online, to allow for broad and inclusive participation, dialogue and cooperation.

30) The UI Global Forums will be continuous with regular and ongoing meetings between stakeholders across the full spectrum of topics, allowing for in-depth and coherent engagement, debate, problem-solving, cooperation, development, implementation, follow-up, monitoring and long-term cooperation.

31) The Global Forums are being developed to enable global engagement. National, regional and caucus constituencies as per the CFS mechanism will be explored as possible models for
supporting and enabling global engagement.

32) The year-round forums will enable stakeholders to engage in continuous engagement with mechanisms, institutions and stakeholders within and across frameworks, thematic areas and levels.

33) The Global Forums will serve, support and enable systemic and sustained multi-stakeholder engagement and cooperation between the full range of mechanisms, institutions, platforms, fora and stakeholders engaged in global development, peace and security, humanitarian aid and human rights, inter alia, intergovernmental organizations, non-governmental organizations, major groups, civil society, multi-stakeholder partnerships, think tanks, UN system, governments, bilateral agencies, global funds, programmes, financial institutions, philanthropic foundations, corporations, business groups, research institutes, scientific community, academic institutions and coalitions.

34) The Global Forums will serve, support and enable institutions to engage in systemic, integrated and sustained multi-stakeholder engagement and cooperation in the following areas.

   c) Thematic areas, inter alia, humanitarian aid, international peace and security, human rights, poverty, hunger, health, education, gender equality, water and sanitation, clean energy, economic growth and decent work, industry, innovation and infrastructure, inequality within and between states, sustainable cities and communities, responsible consumption and production, climate action, environment, trade, taxation, biodiversity, climate change, conflict prevention, life below water, life on land, biodiversity, peace, security, peace-building, conflict resolution, conflict mediation, tolerance, environmental degradation, pollution, rule of law.

   d) Technical issues inter alia, systemic change, frameworks, agendas, strategies, policies, programs, incentives, activities, integration, inclusion, participation, accountability, transparency, innovation, contexts, partnerships, lessons learned, best practices, balancing and integrating social, economic and environmental dimensions, cross sectoral nexus approaches, policy coherence, program coherence, coordination, transfer of knowledge and expertise, advocacy, harmonizing activities on global, regional and national levels, means of implementation, monitoring and reviewing implementation, financing for development, addressing what works and what does not work, risks, gaps, success stories, social, cultural impacts and capacity building.

35) The global forums’ functions build, capture and also expand upon the functions and objectives of existing platforms currently employed for ongoing cooperation between organizations, such as thematic or issue specific working groups, multi-stakeholder partnerships, policy networks, individual programs and campaigns, and collaborative conferences arranged by individual institutions or groups of organizations.

36) The United Institutions Global Forums will provide organizations with a permanent system-wide collaborative framework, institutionalized cooperation, engagement with key stakeholders and international institutions from various sectors, coordination with intergovernmental organizations, national institutions, and multi-stakeholder partnerships, global connectivity, and capacity to address issues with shared commitment, coherence and continuity, and will be supported by the United Institutions enabling environment, dedicated facilities and strategic support services.

37) The United Institutions provides an overarching framework and institutional mechanism that will serve, support, enable and help the international community to mobilize and integrate the work of existing institutions, mechanisms and stakeholders, and ensure that they can work efficiently together as a cohesive and efficient global system.
38) The new Global Forums further will serve, support and enable existing institutions to collectively embrace the principles of the new global frameworks, and to integrate, harmonize, coordinate and align each other's efforts, working together towards collective outcomes.  

39) The United Institutions will support and enable stronger engagement between stakeholders and a systemic, integrated transformative global approach to realize the requirements of the frameworks and global goals. The UI Global Forums will serve to create the enabling environment required for systemic, integrated and sustained cooperation, knowledge exchange, problem-solving, planning, discussion, integration, alignment and collective action; identifying success factors, gaps, lessons learned; and for reflecting, sharing and mutual learning.  

40) The United Institutions Global Forums are about developing and sustaining a systemic and integrated understanding and approach to the inter-linkages and interconnections, within and across frameworks, thematic areas, sectors and levels. It aims to foster integrated and holistic approaches, solutions and efforts, as well as a systemic view of progress and challenges.  

41) The United Institutions Global Forums will take a holistic and integrated view of policy, development, implementation, humanitarian assistance, follow-up and review. The UI global forums will be tasked with enabling systemic cooperation and action, and helping to address and assess progress, achievements and challenges faced by stakeholders across frameworks, thematic areas, sectors and levels, and ensuring that frameworks and actions remain relevant. The global forums should draw attention to root causes, requirements and challenges, and provide political leadership, guidance, recommendations and accelerate progress on important issues, based on good practices and scientific findings.  

42) The United Institutions Global Forums will serve as a permanent forum, institutional coordination mechanism, integrator, enabling environment and expanded space for international cooperation at the global level. It will serve to support and enable (stakeholders, within and across frameworks, sectors and levels) to engage in systemic, coherent, efficient, inclusive, in-depth, meaningful and sustained cross-sectoral multi-stakeholder dialogue, debate, deliberations, consultation, coordination, cooperation, development, implementation, review, integration and collective action, within and across the fields of sustainable development, international peace and security, humanitarian aid and human rights; and to meet strategic goals and objectives towards enhancing, strengthening, advancing and transforming global development, international cooperation, the international architecture, and global governance,  

Including, the following overarching areas, inter alia,  

1) Global challenges, crises, new and emerging issues pertaining to sustainable development, international peace and security, humanitarian aid and human rights.  
2) Global frameworks, instruments and polices pertaining to sustainable development, international peace and security, humanitarian action and human rights.  
3) Global development goals, targets, indicators and related requirements, challenges, opportunities, solutions, gaps, progress.  
4) Policy dialogue, development, coherence, implementation, monitoring, evaluation and review.  
5) Balancing economic, social and environmental dimensions.  
6) Systems thinking, systemic change and integrated approaches.  
7) Cross cutting issues, inter-linkages, interconnectivity and nexus between challenges, issues, frameworks, policies, actions, sectors, levels.  
8) Means of implementation within and across frameworks, including the realization of systemic and system-wide means of implementation reforms, investments, functions and services.  
9) Supporting and accelerating institutional and system-wide adoption of systemic approaches, knowledge, mechanisms, tools, mindset and operating procedures.  
10) International cooperation on the development, peace and humanitarian nexus.
11) Strengthening connectivity, cooperation and alignment between development, peace and humanitarian communities.

12) Addressing, supporting, strengthening, coordinating, integrating and harmonizing international community system-wide cross-sectoral – support, response, tools, coordination, engagement with - to nation states, in achieving national development goals, coherence, and implementation in the fields of sustainable development, peace and security, human rights, humanitarian assistance, disaster risk reduction, and development effectiveness.

13) Addressing trans-boundary issues in the areas of sustainable development, peace and security, human rights, humanitarian assistance, disaster risk reduction, and development effectiveness.

14) Addressing international level issues, considerations and dimensions; for sustainable development, peace and security, human rights, humanitarian assistance, disaster risk reduction, and development effectiveness.

15) Harmonization between national, region and global levels.

16) Supporting, strengthening and advancing institutional and system wide strategic planning, coherence and coordination.

17) Long term planning, impacts and results.

18) Addressing, supporting and strengthening - cooperation, coordination, knowledge exchange and connectivity between institutional mechanisms, coordination mechanisms, partnerships, at national, regional and global levels – within and across thematic areas, sectors, stakeholder groups.

19) Addressing, exchanging, supporting, strengthening, capturing, leveraging and integrating institutional and collective – contributions, knowledge, expertise, research, reports, leadership, resources, plans, programs, actions, efforts, commitments needs, resources, actions, efforts, calls for action.

20) Up-stream and horizontal knowledge exchange and peer learning.

21) Aligning stakeholder contributions with global goals, national development plans, stakeholder commitments.

22) Sustaining and mobilizing stakeholder and system wide commitments.

23) Supporting and strengthening effective development cooperation.

24) Addressing systemic requirements, challenges and shortcomings within and across sectors, barriers to progress, gaps, opportunities.

25) Building strategic relationships and trust between sectors, stakeholders and mechanisms.

26) Strengthening and enhancing transparency, accountability.

27) Multi-stakeholder partnerships.

28) Institutional and sector wide capacity building.

29) Engagement, inclusion, participation, cross-sectoral cooperation.

30) Awareness building, advocacy.

31) Governance, institutional arrangements, coordination mechanisms, enabling environments.

32) Addressing strategic goals and objectives as set out in the strategic framework.

Technical Note: Refer to the complete list of strategic goals and objectives for a comprehensive view of the global forum areas and functions.
43) United Institutions Global Forum outcomes will be, inter alia,

1) Systemic, integrated, evidence-based and context specific,

   14) Outcome documents.
   15) Advisories.
   16) Recommendations.
   17) Action agendas.
   18) Action points.
   19) Commitments.
   20) Partnerships.
   21) Programmes.
   22) Knowledge.
   23) Expertise.
   24) Policy recommendations.
   25) Technology transfer.
   26) Perspectives.

2) Systemic, integrated, in-depth, evidence-based, and sustained

   6) Engagement.
   7) Dialogue.
   8) Knowledge exchange.
   9) Problem solving.
  10) Cooperation.

   Within and across frameworks, agendas and levels - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

3) System-wide transformation, advancement, acceleration, institutionalization and sustainability - in institutional and sector wide, proficiency, knowledge, competency, expertise, capacity, coherence, commitment, resources, programmes, solutions, policies, coherence, frameworks, inclusion and participation in, inter alia,

   11) Systemic thinking.
   12) Cooperation.
   13) Partnering.
   14) Coherence.
   15) Coordination.
   16) Integration.
   17) Innovation.
   18) Engagement.
   19) Inclusion.
  20) Transparency.

   In addressing challenges, policy development, implementation and realizing, development goals, across all frameworks, agendas, thematic areas, sectors and levels - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

4) System-wide transformation, advancement, acceleration, institutionalization and sustainability in - systemic thinking, cooperation, partnering, coherence, coordination, connectivity, integration, efficiency, effectiveness, innovation, engagement, inclusion, strategic relations, transparency and accountability; capitalization, coordination, harmonization and leverage of contributions; and systemic, integrated and coordinated individual and collective actions in, inter alia
4) Addressing global challenges.
5) Policy development.
6) Implementation and realizing development goals.

Across all frameworks, agendas, thematic areas, sectors and levels - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

5) System-wide transformation, advancement, acceleration, institutionalization and sustainability in reducing, mitigating, preventing and/or eliminating, inter alia

8) Fragmentation.
9) Incoherence.
10) Competition.
11) Silos.
12) Risks.
14) Lack of coordination, cooperation, inclusion, participation, engagement, transparency, accountability, and systemic thinking,

In addressing challenges, policy development, implementation and realizing, development goals, across all frameworks, agendas, thematic areas, sectors and levels.

6) A strengthened and vibrant global partnership; systemic, agile and intensive global engagement; coherent and coordinated means of implementation for

4) Addressing global challenges.
5) Policy coherence, development.
6) Implementation and coordination.

In realizing of global development goals, across all frameworks, agendas, thematic areas, sectors and levels, - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

7) System-wide transformation, advancement, acceleration, institutionalization and sustainability in,

7) Systemic change.
8) Addressing global challenges.
9) Policy coherence.
10) Development.
11) Implementation and coordination.
12) Realizing global development goals.

Across all frameworks, agendas, thematic areas, sectors and levels, - guided by, in support of and in coordination with global goals, national development plans, and actions taken by existing mechanisms and institutions.

44) The Global Forums will place particular emphasis on enabling cross-sectoral collaboration between thematic areas, employing an integrated nexus approach to sustainable development, sustainable peace, humanitarian assistance and human rights, enhancing partnerships and multi-stakeholder cooperation, and eliminating silos between development actors.
45) Global Forum topics, agendas, scheduling, formats and outcomes will be co-created and managed jointly by participating organizations with logistical support provided by the UI Secretariat.

46) The UI Global Forums are being developed to support and enable systemic and in-depth debate and cooperation. To this end, global forum plenary meetings, conferences and working groups will be structured for institutionalized, in-depth and meaningful debate, deliberations, topics, coverage, engagement, inclusion, participation, knowledge exchange, consultation, problem-solving, strategic planning, cooperation, decision making, agenda setting, monitoring, reporting and follow-up processes.

47) The UI Global Forums will be supported by dedicated conference management services provided by the UI Secretariat, including inter alia, technical support and advice, meeting planning, logistics and scheduling, facilitation and documentation management. The secretariat will further aim to provide facilitators and moderators upon request. Facilitation and technical support will also include application of collaborative tools, techniques and training services.

48) The UI Global Forums formats will be aimed at systemic and integrated approaches and sustainability. The forums will further promote adherence to industry best practices in collaborative processes, promoting clearly defined stated roles and relationships, clear goal setting, scope and outcomes, clear accountability mechanisms, effective monitoring and evaluation, integrated risk management, and application of SMART standards (specific, measurable, achievable, resource-based, with time based deliverables) where applicable.

49) United Institutions Global Forums will aim to ensure balanced roles and responsibilities, and address structural requirements and challenges to effective collaboration, partnerships and collective action such as power imbalances, trust, transparency and accountability.

50) United Institutions Global Forum agendas and scheduling will be aligned with United Nations General Assembly, Security Council, Economic and Social Council, Human Rights Council, Peacebuilding Commission and High Level Political Forum policy cycles and thematic focus areas, when appropriate, with a view to optimizing coherence, integration and coordination.

51) The United Institutions Global Forums will be held year-round, for in-depth face-to-face deliberations, with simultaneous interactive participation from stakeholders globally through web conferencing and online collaboration.

52) To support and enable systemic and integrated global cooperation the Global Forums will further consist of a permanent and continuous global program platform and framework, to facilitate global engagement from stakeholders engaged at national, regional, global and constituency levels. The program platform will be an integrated part of the global forums and will be designed according to best practices such as the FAO CSF/CSM.

53) An open, transparent and inclusive development and negotiation process will be launched to define and adopt the United Institutions Global Forum strategic goals and objectives, formats and organizational aspects.

Multi-Stakeholder Engagement Framework

54) UI is being developed to serve and provide a comprehensive multi-stakeholder engagement framework that will provide for systemic, inclusive and sustained engagement between institutions, mechanisms, stakeholders and partnerships, within and across frameworks, thematic areas and sectors.
55) The United Institutions is being developed to enable stakeholders to foster and implement a holistic and integrated approach to inter alia, institutional coherency, multi-stakeholder engagement, partnerships, connectivity, cooperation, coordination, inclusion and participation, and in working towards collective outcomes.

56) The United Institutions is being developed to serve, support and enable comprehensive multi-stakeholder engagement both face-to-face and online.

Coordination Framework

57) The United Institutions is being developed to serve, support and strengthen coordination with existing institutions, international and national mechanisms and partnerships, to strengthen coherence, coordination and integration. This includes, inter alia,

1) Systemic and coordinated inputs (solutions, data, experiences, advice, knowledge, expertise and innovations from institutions, mechanisms and stakeholders (such as the International Red Cross, Together 2030, Human Rights Watch, WWF) into Global Forum discussions.
2) Systemic and coordinated inputs (policies, frameworks, institutions) from existing national and intergovernmental mechanisms and institutions (such as Nation States, the UN, UNDP, World Bank, UNFCC, UNEA, WHA, COP13, COP21).)
3) Systemic coordination of UI outcomes/outputs (policy recommendations, commitments, solutions into relevant mechanisms (such as Nations States, UN, partnerships, institutions).

58) Coordination with existing mechanisms will be supported by establishing formal and informal Memorandums of Understanding (MOUs), and channels for systemic connectivity and exchange.

59) The coordination framework will include utilizing existing UN mechanisms for coordination with stakeholders at ECOSOC, HLPF, General Assembly; the Arria Formula at the UN Security Council; as well as instituting new mechanisms for empowering states and UN system actors to systemically engage with stakeholders at UI.

60) The coordination framework will look to existing institutions and mechanisms such as the HLPF, IIID, UN Sustainable Development Knowledge Platform, Geneva 2030 Ecosystem, ICVA, Interaction, SE4ALL, CFS/CSM and others for best practices and methodologies.

61) The UI Coordination Framework is an integrated function of UI’s service as a systemic global forum and institutional coordination mechanism – that will enable organizations across all frameworks, thematic areas, sectors and levels to engage in systemic, integrated and sustained cooperation, discussion, collaboration, coordination, harmonization, leveraging contributions, synchronization of efforts, decision-making, mobilization, scaling, sharing, knowledge exchange, learning and technology transfer, between and across frameworks, issues, thematic area and levels.

62) The UI Coordination Framework will enable organizations to utilize the United Institutions as a global forum for systemic, integrated and sustained problem-solving, identifying gaps, challenges, short comings, opportunities, in addressing global challenges and in achieving global goals, at national level and in addressing trans-boundary and global level issues.
Secretariat and Strategic Support Services

63) The United Institutions will be supported by a dedicated Secretariat providing strategic support services including advice, facilitation and brokering. The Secretariat will further manage center affairs, Global Forum logistics, global connectivity and an extensive knowledge network.

Responsive and Agile and Learning Environment and Services

64) The United Institutions is being developed to provide strategic support services that respond coherently and effectively to current, emerging and long-term needs and challenges; that are dynamic, agile and adaptive; and that are continuously learning and evolving.

Conference Management

65) The United Institutions Department for Conference Management (UIDCM) will support the global forums and stakeholder led meetings and conferences. The department will provide the meeting framework for the global forums and stakeholder engagement, providing technical support and advice; facilitation services, meeting planning, coordination and scheduling, conference room services; as well as documentation management.

International Cooperation

66) The United Institutions Office for International Cooperation (UIOIC) will be responsible for the management of the UI Global Forums, partnerships, global connectivity and logistics, as well as managing and facilitating coordination with the United Nations, international organizations and global networks of organizations involved in the fields of international peace and security, sustainable development, international development, human rights and humanitarian affairs.

67) UIOIC will further function as a resource for UI tenants, members and external organizations, providing research, analysis, strategic advice, brokering support, guidance and information on international cooperation, coordination and partnerships. The service will cover a range of issues such as partnership building, harmonization, coordination, cross-sectoral integration, precedents, best practices, lessons learned, minimizing duplication, continuity, coherency, inclusion and participation, transparency, accountability, and relations with stakeholders, local communities, and national and international institutions.

68) UIOIC will further seek to provide training services in the following areas, inter alia, policy coherence, systemic thinking, partnership competency, partnering tools, networking, financing and other issues.

69) The United Institutions will aim to partner with leading international institutions to support stakeholder capacity building in the areas of policy coherence, integration, systemic change and partnerships.

Management and Administration

70) The United Institutions Office for Management and Administration (UIOMA) will be responsible for the management and administration of the United Institutions global membership program, leasing program, common facilities, security and maintenance. It will also be responsible for managing joint procurement options for members and tenants.
International Conference Center

71) The United Institutions is designed to support and provide dedicated and state-of-the-art conference and meeting facilities, to host the Global Forums, as well as international conferences, world summits, UN side events, UN parallel events, civil-society forums, business forums, joint initiatives, working groups, board meetings, press conferences, lectures, symposiums, training and events.

72) The International Conference Center will be available to individual organizations as well as to groups of organizations, enabling them to arrange meetings and work together on an ongoing basis.

Office Space

73) The United Institutions will be a permanent forum for international cooperation and its secretariat is being developed to provide business services and independent office space to member organizations to facilitate enhanced engagement and continuous cooperation between stakeholders.

74) The United Institutions is being developed to house a large group of organizations and institutions including representative offices for intergovernmental organizations, bilateral agencies, government agencies, nongovernmental organizations, think tanks, education institutions, research organizations and philanthropic organizations.

75) Organizations with offices in the United Institutions will be able to work independently according to their respective mandates, and together with others on issues of common concern. United Institutions tenants will have close proximity to other leading organizations and institutions, and have access to the United Institutions common facilities and services, including the international conference center, global forums and the secretariat.

Knowledge Network

76) The United Institutions will provide an extensive knowledge network on the full spectrum of issues addressed by the UI, the UI global forums, conferences and meetings, activities, initiatives, partnerships, programs, projects, research, policies, documents and news. It will also contain information about UI Secretariat services and other cooperative processes. It will further function as a clearing house on projects, partnerships, reports and best practices stemming from stakeholders, mechanisms and platforms.

Additional Considerations

Co-Creation

77) The United Institutions objectives, functions and components will be co-created by its stakeholders. The draft strategic and institutional framework provide the foundation from which stakeholders will develop the official framework.

78) As per the development of the United Nations High Level Political Forum, an open, transparent and inclusive negotiation process will be opened to define the format and organizational aspects of the United Institutions.
Systemic Approaches

79) The United Institutions is developed with particular emphasis on systemic and integrated approaches and this will guide all core functions and activities.

Complementing and Connecting the Work of Existing Mechanism

80) The United Institutions is being developed with an emphasis on connecting, complementing, aggregating, empowering, sharing and building upon the work done by existing mechanisms.

Stakeholder Requirements

81) Engagement at the United Institutions will require stakeholders to make investments, add resources, make priorities and commitments to United Institutions engagement, on top of their existing commitments and partnerships with other stakeholders.

82) There are important considerations to be made in this regard. Stakeholders are already required to invest in systemic thinking, integration, knowledge, expertise, innovation, ways of organizing, cooperation, coordination, partnerships and connectivity, and will be required to be in continuous contact with all relevant stakeholders in a systemic and integrated and sustained manner.

83) These are highly complex, time consuming and resource intensive requirements. The United Institutions will be a universal service and resource for all stakeholders that will enable them individually and collectively to use a joint service to connect, and that will provide them with essential and transformative systemic and integrative services and functions. Furthermore these joint services will reduce the investments and resources that stakeholders will have to make in order for them to individually implement requisite functions and level of connectivity.

Non-Discrimination

84) The United Institutions is being developed affirming the importance of non-discrimination in terms of race, national or ethnic origin, ancestry, age, religion or religious creed, disability or handicap, gender, gender identity and/or expression, or sexual orientation, as laid out in international human rights treaties. The United Institutions will apply the highest non-discrimination standards in all its functions, operations and processes, covering, inter alia, governance, policies, decision-making, human resources, remuneration, recruitment, retention, workforce education, training, advancement, health and safety regulations, enterprise development, supply chain, marketing and communications practices.

Gender Equality

85) The United Institutions is being developed affirming the importance of gender equality as laid out in international human rights treaties. The United Institutions will apply the highest gender equality standards in all its functions, operations and processes, covering, inter alia, governance, policies, decision-making, human resources, remuneration, recruitment, retention, workforce education, training, advancement, health and safety regulations, enterprise development, supply chain, marketing and communications practices. UI is being developed to adhere to, among

86) The United Institutions is being developed recognizing that gender equality is a cross-cutting issue that affects all frameworks, thematic areas, sectors, stakeholders and levels. UI is being developed to ensure gender equality is fully integrated into UI forums, deliberations and activities.

**Monitoring and Evaluation**

87) The development of the United Institutions will include the adoption of a strategic monitoring and evaluation framework. Systemic monitoring, evaluation, feedback and learning will be integral and ongoing functions in a broad set of strategic areas:

1) In the ongoing oversight and evaluation of the United Institutions and its program services to stakeholders and constituents in terms of results, impact, relevance, sustainability, effectiveness.
2) In assessing performance and output across strategic objectives covering over 60 functional objectives.
3) In monitoring and evaluating the management and operation of the United Institutions.
4) In assessing the performance of United Institutions Secretariat services such as strategic guidance, facilitation, brokering, partnerships and coordination with external partners.
5) As an integral mechanism of the United Institutions global program platform and Global Forums to ensure that all activities use systemic monitoring and evaluation mechanisms, with a view to continuously evaluate and enhance effectiveness, accountability, learning, transparency.
6) The United Institutions global program platform will include specific standing Global Forums on monitoring and evaluation within and across sustainable development, peace and security, humanitarian assistance and human rights.
7) In assessing institutional services such as facilities and real estate leasing cost competitiveness.

88) The evaluation of the United Institutions will be based on objectives, targets and indicators related to improved coherence, alignment, connectivity, coordination, knowledge exchange, transparency as decided, observed and assessed by members, participants, external partners as well as external evaluations.

**Risk Management**

89) Risk assessment and mitigation strategies will be a cornerstone principle applied to all areas of the United Institutions. A coherent risk management framework will be instituted throughout UI development, management, administration, operations and programs.

**Accountability Framework**

90) Accountability will be a central pillar in all United Institutions activities. The development of UI will include the establishment and adoption of a coherent accountability framework.

**Regulatory Compliance**

91) The United Institutions is developed to adhere to international accountability, transparency,
quality, ethics, integrity and compliance standards, including inter alia,

1) Fiscal, Operational and Regulatory Standards
2) Environmental Sustainability
3) Human Rights
4) Ethical Standards

United Institutions Development

92) The United Institutions is a non-profit development led by the United Institutions Foundation (UIF), a not-for-profit organization established to administrate and coordinate the creation of the United Institutions, together with a partnership of relevant stakeholders from the public, civil and private sectors.

93) The United Institutions Foundation is responsible for administration, project management, development, research, programs, advocacy, capacity building, partnerships, financing, real estate and implementation, together with partners and associated agencies.

Affiliation

94) The United Institutions is developed to be an independent global coordination mechanism, or to be brought within the United Nations System as a UN coordination mechanism.

Precedents and Contemporary Concepts

95) The United Institutions is developed recognizing precedents relating to the real estate function of the new institution. Special recognition is made to the former ‘International Center’ in New York that was located across from the UN headquarters, serving the diplomatic and non-governmental community between 1952 and 1980; as well as the Association Center at 120 Wall Street in New York.

96) Recognizing further contemporary institutions in development or now in operations that provide functions that are partially similar to selected singular functions within the United Institution strategic framework, albeit with a more narrow singular sectoral and/or geographic focus including, inter alia, USAID / SIDA innovative civil society hubs and the proposed Geneva 2030 Ecosystem, co-developed with the United Nations.

Business Incentives and Benefits

97) United Institutions is developed to provide institutions, mechanisms and stakeholder with the following business Incentives and benefits, inter alia,

Program Incentives and Benefits

- Permanent framework and infrastructure
- Institutionalizes cooperation
- Dedicated space to build practice connections across frameworks and institutions
- International cooperation between public, private and civil sectors
- Engagement with leading international organizations and stakeholders
- Coordination with the United Nations and international institutions
- Integration within and across global frameworks
- Integration between economic, social and environmental dimensions
- Strengthening the global partnership
- Shared global commitment
- Alignment with multi-stakeholder partnerships
- Development of comprehensive development strategies
- Improved policy coherence
- Development of systemic solutions
- Collaboration across thematic areas
- Improved inclusion and participation
- Consensus building and joint initiatives
- Improved partnership building
- Improved program planning
- Improved program coherence
- Improved program impact and results
- Improved program sustainability
- Improved networking
- Global connectivity
- Support for innovation and scaling-up of solutions
- Knowledge exchange
- Development of best practices
- Minimizing duplication of effort
- Strengthening of nation state and IGO policy and development
- Strengthening of existing of institutions and mechanisms
- Improved public awareness and advocacy
- Increased funding opportunity
- More efficient employment of donor community funds
- Reduced fragmentation
- Reduced competition

**Infrastructure Incentives**

- Permanent venue for international cooperation
- Infrastructure for international cooperation
- Global forums in international affairs
- Secretariat services
- International conference center
- Business Center
- Office space

**Financial Incentives** (tenants)

- Beneficial lease rates
- Beneficial lease terms
- Meeting and conference cost savings
- Shared resources
- Joint procurement options
- Lower Manhattan Relocation Employment Assistance Program
- Liberty Zone tax benefits: tax deductions and accelerated depreciation benefits
- Lower Manhattan Energy Program
- Relocation and Employment Assistance Program
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Endnotes
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1 Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1) P7-9
2 Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1) P.10
3 Transforming our world: the 2030 Agenda for Sustainable Development (A/RES/70/1) P.11
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172 Sendai Framework for Disaster Risk Reduction 2015-2130 P.14
173 Sendai Framework for Disaster Risk Reduction 2015-2130 P.17
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