



UNITED INSTITUTIONS
Global Strategic Framework

EXECUTIVE SUMMARY

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Executive Summary | Advance Unedited Version

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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-withstanding 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 go-to-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.

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.



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