

UNITED INSTITUTIONS

INSTITUTIONAL DEVELOPMENT
STAKEHOLDER ENGAGEMENT FRAMEWORK

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Title

United Institutions | Institutional Development | Stakeholder Engagement Framework

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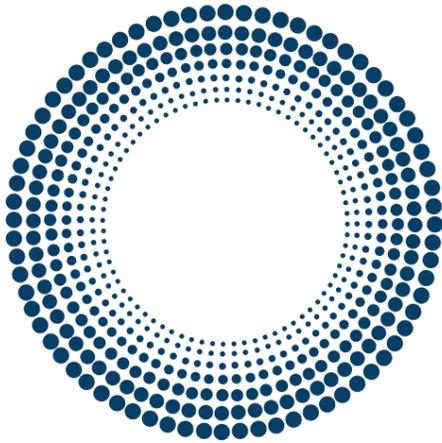
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DISCLAIMER

The United Institutions Foundation is an independent non-profit organization and public charity. It is not affiliated with, and does not represent any government, intergovernmental organization, United Nations entity, corporation, civil society organization, major group, sector or stakeholder constituency.

ACRONYMS

ECOSOC	United Nations Economic and Social Council
FAO	United Nations Food and Agriculture Organization
GEF	Global Environment Facility
ICVA	International Council of Voluntary Organizations
IGO	Intergovernmental Organization
IMF	International Monetary Fund
LGBTI+	Lesbian, Gay, Bisexual, Trans-Gender, Intersex
NGO	Nongovernmental Organization
NYC	New York City
PGSC	Preparatory Global Stakeholder Consultation
SD	Stakeholder Delegation
SEF	Stakeholder Engagement Framework
UI	United Institutions
UIID	United Institutions Institutional Development
UIDP	United Institutions Development Partnership
UIF	United Institutions Foundation
UIFEB	United Institutions Foundation Executive Board
UIGSF	United Institutions Global Strategic Framework
UN	United Nations
UNDGC	United Nations Department of Global Communications
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
UNEA	United Nations Environment Facility
UNFCCC	United Nations Framework Convention on Climate Change

PURPOSE

The United Institutions | Institutional Development Stakeholder Engagement Framework (SEF) defines the strategic goals, objectives, functions, guidelines and methods for stakeholder engagement in the institutional development of the United Institutions. It sets out the strategic vision and rationale for stakeholder engagement, identifies stakeholder constituencies, specifies the organization of stakeholders and details the scope of engagement. The framework also provides stakeholders with an introduction to the United Institutions and a strategic overview of the institutional development process.

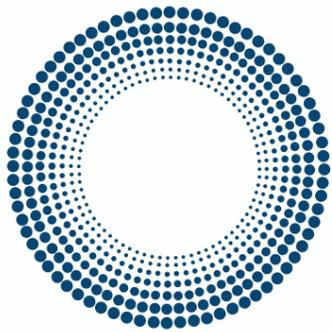
The framework is further intended to provide guidance to stakeholders and project implementers on engagement strategies, mandates, activities, stakeholder relations and project governance, throughout the UI Institutional development lifecycle.

This is a draft version of the stakeholder engagement framework, intended to undergo peer-review and stakeholder consultations, towards the establishment of the official framework. The document furthermore is intended to be a living document, to be amended as new information, policies and developments become available and affect the direction, scope and functions of UIID stakeholder engagement activities.

This framework covers stakeholder engagement in the institutional development of the United Institutions and should not to be confused with the 'United Institutions Stakeholder Engagement Framework', which will guide stakeholder engagement within the United Institutions once it is operational.



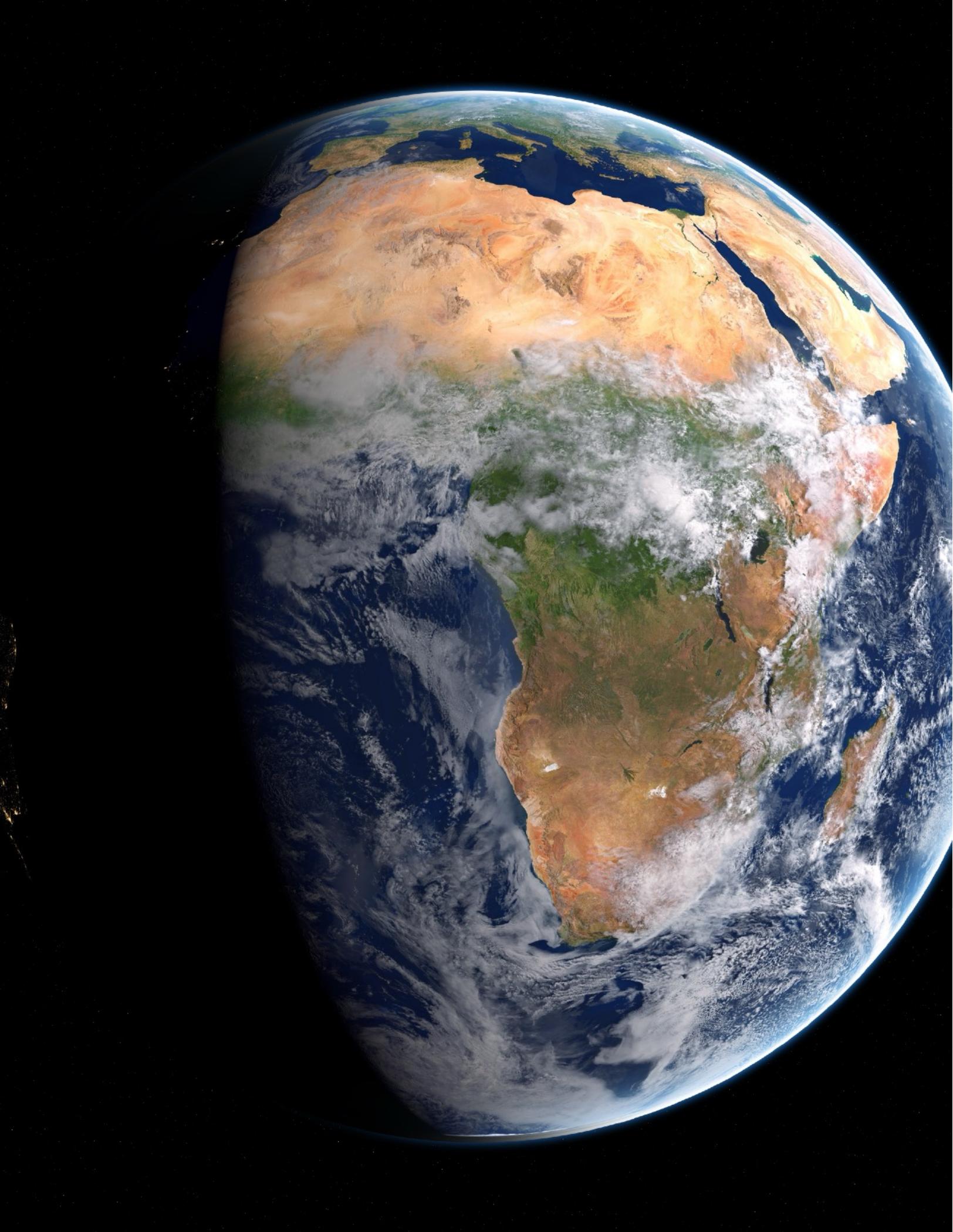
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UNITED INSTITUTIONS

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STAKEHOLDER ENGAGEMENT FRAMEWORK

I | INTRODUCTION



STRATEGIC CONTEXT

A new era of global cooperation was signaled in 2015 when the world's countries came together at the United Nations and adopted a set of global agendas towards addressing global challenges and realizing a sustainable, equitable, prosperous and peaceful world, for people and planet, leaving no one behind. These landmark agreements included the 2030 Agenda for Sustainable Development, the Paris Agreement on Climate Change, the Sendai Framework for Disaster Risk Reduction, the Addis Ababa Action Agenda on Financing for Development, and dual UN General Assembly and Security Council resolutions on sustainable peace. In 2016 the United Nations Secretary-General further launched the Agenda for Humanity aimed at strengthening humanitarian action and resilience.

Realizing these agendas and addressing our global challenges will be a monumental task for the world. It will require us to change our ways and place the well-being of people and the planet at the center of our decisions and actions. It will require us to transform and change our approach to policy making and move away from isolated single issue interventions, towards holistic and integrated approaches and systemic change. Central to achieving the agendas is also the need for us to realize good governance; accountable and transparent institutions; and peaceful, just and inclusive societies; at local, national, regional and global levels.

It also calls on the world's countries to commit to the required resources and political will, and for the international community to come together in global partnership and solidarity. It will demand an unprecedented level of global cooperation and collective action inclusive of all stakeholders of society and the full range of institutions across the public, civil and private sectors including governments, scientific institutions, farmers, indigenous peoples groups, NGOs, IGO's, women's groups, academic institutions, workers and trade unions, volunteer groups, local authorities, philanthropies, disability organizations, LGBTI+ groups, aging organizations, businesses, industry, youth groups and parliaments. Many of these institutions have been engaged in making a difference for people and planet for decades. However, they are now called upon to unite and work together in a more systemic and inclusive manner than before.

Moreover, the achievement of the agendas will require us to address a host of system-wide governance challenges that have long impeded our efforts in addressing global challenges and building a better world. Among others, the international community is chronically overstretched, due to the sheer scope and number of simultaneous global challenges and crises. Our global governance system, multilateral system and international architecture, established after WWII, have not been sufficiently upgraded for the needs of today's world. There is insufficient financing and investment. Many of our institutions are underfunded and inadequately equipped. Short-term thinking and a lack of long-term planning remain challenges. There is a lack of trust in governments, between stakeholders and across sectors. We have systemic challenges such as fragmentation, institutional silos, poor integration and inadequate coordination. There is a lack of inclusion and participation in decision making processes, and civic space is shrinking around the world. We are furthermore facing new threats to multilateralism and international cooperation, such as nationalism and populism, political instability, and a deteriorating international security environment.

Left unresolved, these governance challenges will continue to undermine our efforts, impede our progress, and prevent us from achieving our global agendas. The United Nations Secretary-General lamented our dire situation during his remarks to the World Economic Forum in January 2019: "If I had to select one sentence to describe the state of the world, I would say we are in a world in which global challenges are more and more integrated, and responses are more and more fragmented, and if this is not reversed it is a recipe for disaster". He also noted that our global challenges can only be solved through global responses, and that the "international community has enormous difficulty, at the country level and at the global level, to respond in a global way". In his report on the future of global cooperation titled 'Our Common Agenda', released in September 2021, the Secretary General further noted that we are at an inflection point in history and that humanity faces a stark and urgent choice, breakdown or breakthrough.

The pressing need to address these governance challenges, and to meet the integrated requirements of our new global agendas, urgently calls on the international community to address these issues head on. We need to undertake institutional reforms and make investments towards realizing the level of transformation, cooperation, integration, partnership and solidarity that we need for the road ahead. This includes investing in the collective capacity of stakeholders; making strategic investments in our governance structures; building out the institutional framework for cooperation; and taking the necessary steps to realize a modern, networked and inclusive multilateralism, international architecture and governance system, across local, national, regional and global levels.

UNITED INSTITUTIONS

The United Institutions (UI) is a next-generation global institution, integrator platform and world forum, being developed for the international community. It is a major strategic investment in the global governance architecture and will serve a host of functions to support the international community in meeting the complex interconnected needs of today's world.

The new world body is being established against the backdrop of escalating global crises, entrenched global governance challenges, and the adoption of new global agendas, and against the need for strategic investments in the following areas, inter alia,

- Strengthening the coherence and the integration of the international architecture
- Enhancing linkages and connectivity between sectors, institutions and mechanisms
- Strengthening international cooperation, partnerships and collective action
- Strengthening the institutional framework at the global level
- Harmonization of global, regional, national and local level activities
- Realization of the means of implementation, across global frameworks
- Revitalization of the global partnership for development
- Strengthening intersectoral and interinstitutional relations
- Building trust between sectors, institutions and policy areas
- Breaking sectoral and institutional silos
- Implementation of systemic and integrated approaches
- Strengthening institutional and sectoral capacity building
- Achieving good governance and an enabling environment
- Ensuring accountable, transparent, inclusive and effective institutions
- Realizing policy coherence across global agendas, sectors and geographies
- Strengthening multi-stakeholder cooperation, inclusion and participation
- Ensuring comprehensive, institutionalized and meaningful engagement
- Strengthening civic space and civic engagement
- Strengthening engagement on the sustainable development, peace, humanitarian and human rights nexus
- Strengthening the long-term positioning of the sustainable development, climate, peace and security, humanitarian assistance and human rights sectors
- Addressing systemic challenges within the international architecture
- Building global team work and global solidarity
- Fostering political will and commitment
- Advancing the system-wide capacity for assembly

Mission Overview

The United Institutions will serve as a global institution, integrator platform and permanent world forum for international cooperation and collective action on sustainable development, climate, peace and security, humanitarian assistance and human rights, for institutions in the public, civil and private sectors, at the global level.

The new world body will serve and support the international community in advancing the ideals and principles enshrined in the United Nations Charter, and in establishing cohesive international relations, global partnership and solidarity towards addressing global challenges and achieving a sustainable, equitable and peaceful world for people and planet, leaving no one behind.

It is being established with a view to strengthen global governance, cooperation and multistakeholder engagement, and to support and enable the international community to realize a more networked, inclusive and modern international architecture, build out the institutional framework at the global level; and link sectors, mechanisms and processes together across policy areas and geographies.

The United Institutions will institute and provide new functions and capabilities at the global level, and is designed to serve as a complement to existing governance arrangements, mechanisms and institutions including inter alia, the United Nations, intergovernmental organizations and multistakeholder partnerships, recognizing and supporting their individual mandates, roles, functions and comparative advantages.

The platform will enable existing structures and institutions to strengthen their interconnectivity, coordination and alignment, in a coherent and integrated manner, and to transform institutional silos and fragmentation, into systemic and sustained cooperation, integration and collective action.

The United Institutions is a strategic investment in our global agendas including, inter alia, the 2030 Agenda, Paris Agreement, Addis Ababa Action Agenda, Sendai Framework, Sustainable Peace Agenda and the Agenda for Humanity; in mobilizing and realizing their means of implementation; and in revitalizing the global partnership to achieve them.

It is also a strategic investment in the long-term positioning of the sustainable development, climate, peace and security, humanitarian assistance, and human rights sectors, and in their collective capacity to work together, align and leverage contributions; implement systemic change; realize collective outcomes; deliver meaningful results; and achieve results at scale.

The new world body is being established as an international organization and will be governed, managed and operated via a democratic, accountable and transparent constitution and charter, by its member institutions, inclusive of the full range of stakeholder constituencies within the international community.

United Institutions funding sources will include, inter alia, a membership financial assessment programme, an endowment, and contributions from governments, philanthropic institutions, the private sector, civil society and the general public.

Features

The United Institutions will provide organizations and institutions in the international community with a unifying strategic framework, enabling environment and a comprehensive infrastructure for cooperation, integration and collective action, at the global level.

Strategic Framework

The UI Global Strategic Framework establishes the mandate, goals, functions, services and organizing principles of the United Institutions, its thematic coverage, operational areas and constituents; as well as its institutional framework and composition. The framework also sets out the rationale, requirements and key considerations for the institution, defines the strategic role it will fulfill within the international architecture, and identifies its functional relationship with existing institutions, mechanisms and decision making processes at international, regional and national levels.

Infrastructure

The platform infrastructure will include the following components:

- Global program platform
- Permanent global forums in international affairs
- Engagement with leading international institutions
- Coordination with international and national mechanisms
- Global secretariat
- Strategic support services
- International office and conference center
- Global network and connectivity

Members | Stakeholder Constituencies

The world forum will enable engagement between the full range of institutions across the public, civil and private sectors, belonging to, or engaged in, the following policy areas, institutional categories and geographies:

Policy Areas

- Sustainable Development
- Climate
- Peace and Security
- Humanitarian Assistance
- Human Rights
- Rule of Law

Institutional Categories

- Intergovernmental Organizations
- Governments
- Bilateral Agencies
- Local Governments
- Governance Mechanisms
- Multistakeholder Partnerships
- Civil Society Organizations
- Nongovernmental Organizations
- Major Groups
- Networks
- Alliances
- Coalitions
- Communities
- Philanthropic Foundations
- Financial Institutions
- Think Tanks
- Academic Institutions
- Scientific Institutions
- Corporations
- Business Groups
- Industry

Geographies

- Global
- Regional
- National
- Local

Thematic Areas

The platform is developed to support and enable stakeholders to engage and work closely together on the full range of issues on the global development agenda including, inter alia, poverty, hunger, equality, water, food security, global health, education, human rights, humanitarian assistance, armed conflicts, conflict prevention, peace building, disarmament, democracy building, governance, integration, cooperation, complementarity, trade, debt, financing for development, disaster risk reduction, environmental protection, pollution, deforestation, ocean depletion, biodiversity loss, renewable energy and climate change.

Strategic Goals, Functions and Program Activities

- Addressing global challenges and crises
- Addressing global development goals and agendas
- Addressing global commons and global public goods
- Addressing global and transboundary dimensions
- Strengthening coordination of international support for national development plans
- Aligning and leveraging global efforts in a systemic, sustained and effective manner
- Navigating interlinkages across policy areas
- Systemic problem solving
- Development of comprehensive strategies and solutions
- Integration of economic, social and environmental dimensions
- Strengthening policy coherence, implementation and monitoring
- Enhancing cooperation and coordination
- Strengthening development and aid effectiveness
- Acceleration of global efforts
- Achieving results at scale
- Supporting the transformation and paradigm shift towards systemic change
- Supporting the adoption of systemic and integrated approaches
- Linking sectors, mechanisms, policy areas, processes and institutions
- Building institutional and sector-wide capacities
- Addressing systemic and structural governance challenges
- Breaking down sectoral and institutional silos
- Reducing and preventing fragmentation
- Building trust and establishing long-term strategic relationships between sectors
- Fostering greater inclusion and participation
- Strengthening sectors, institutions and mechanisms
- Sustaining collective commitments and momentum
- Supporting the revitalization of global partnership

Engagement Processes

The United Institutions will support and enable stakeholders to engage in intersectoral cooperation, multistakeholder engagement, collaboration, capacity building, coordination, integration, connectivity, knowledge exchange, partnerships, innovation and collective action, in a systemic, integrated, inclusive and sustained manner.

The platform is developed to provide stakeholders with coherent and effective meeting frameworks, engagement formats, tools and resources, towards realizing systemic and integrated approaches, meaningful engagements and results driven outcomes.

Coordination with Existing Mechanisms and Processes

United Institutions activities will be guided by, in support of, and in coordination with global agendas, national development plans, and actions taken by existing mechanisms and institutions. The platform will feature an integrated coordination framework that will help ensure that United Institutions programme of work, processes and activities are coordinated and aligned with the policy cycles and processes of intergovernmental organizations and other governance arrangements at the international, regional and national levels.

Global Hub | Coordination Mechanism for Institutions

The permanent forum will serve as a global hub and shared resource for international, regional, national and local level institutions, engaged in issues being addressed at the global level.

The world body is also aimed at supporting, connecting, integrating and leveraging the collective leadership, expertise, resources and efforts of individual stakeholders, partnerships, platforms and mechanisms. The institution will provide the organizations with a dedicated, neutral and inclusive coordination mechanism and institutional home at the global level, that will enable them to collectively engage, partner, connect, integrate, coordinate, strengthen, advance and align their work in a systemic, coherent and sustained manner, across frameworks and thematic areas.

Secretariat | Location

The United Institutions world forum and secretariat will be located in New York, along with the United Nations, with a view to enhance system-wide coherence, coordination and integration. The secretariat will be responsible for providing management, administration, strategic support services, program services, global forum logistics, global connectivity and an extensive knowledge network.

Global Network | Connectivity

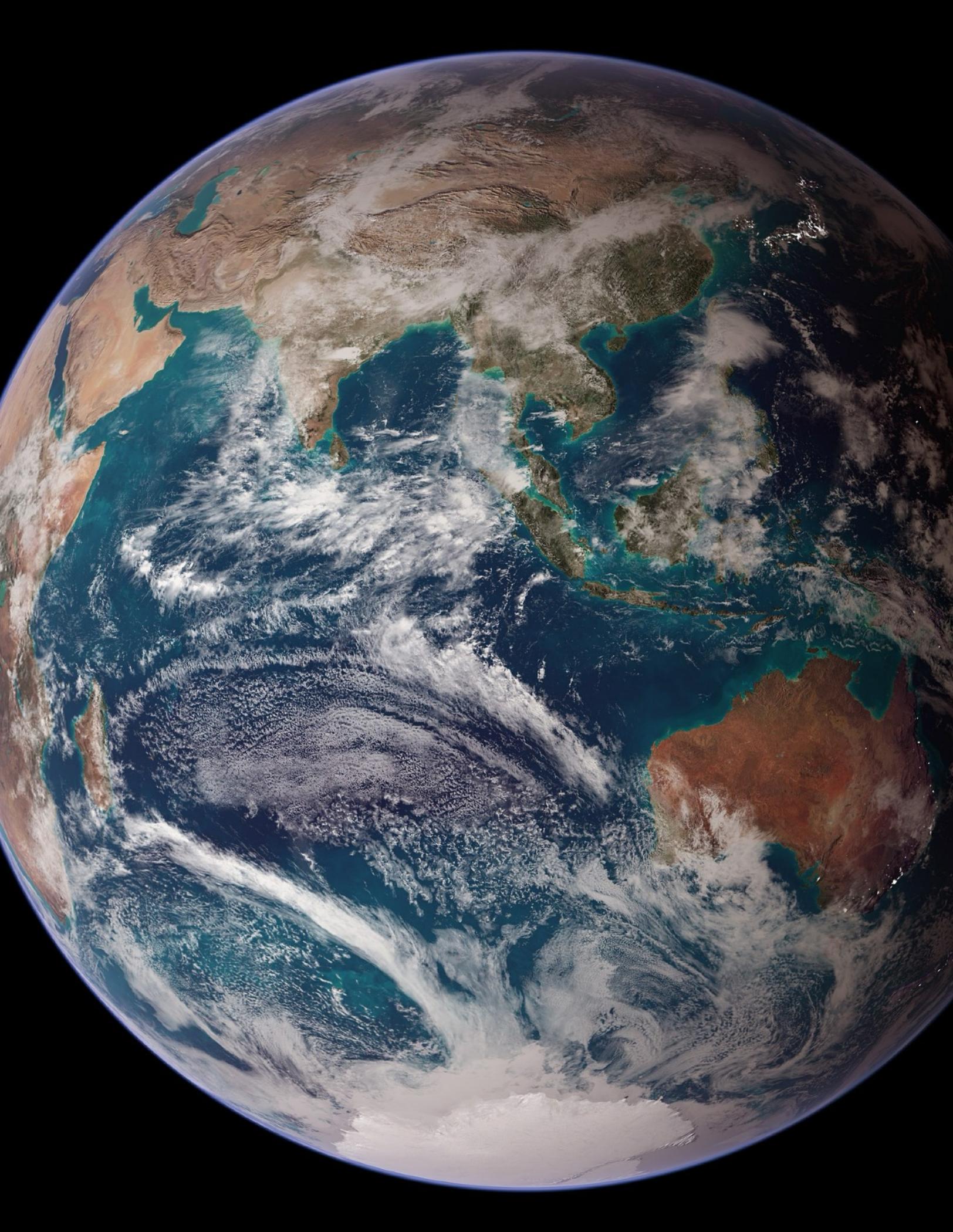
The United Institutions will be networked bringing together and connecting institutions from the international, regional, national and local levels, and will enable year round engagement and cooperation, both in-person at the UI secretariat complex and online via virtual engagement, video conferencing, and the UI knowledge network.

Alignment with Global Frameworks

The institutional development of the United Institutions is guided by and aligned with established global agendas and international instruments including, inter alia, the 2030 Agenda for Sustainable Development, the Paris Agreement on climate change, the Sendai framework for Disaster Risk Reduction, the Agenda for Humanity, UN resolutions on sustainable peace, and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.



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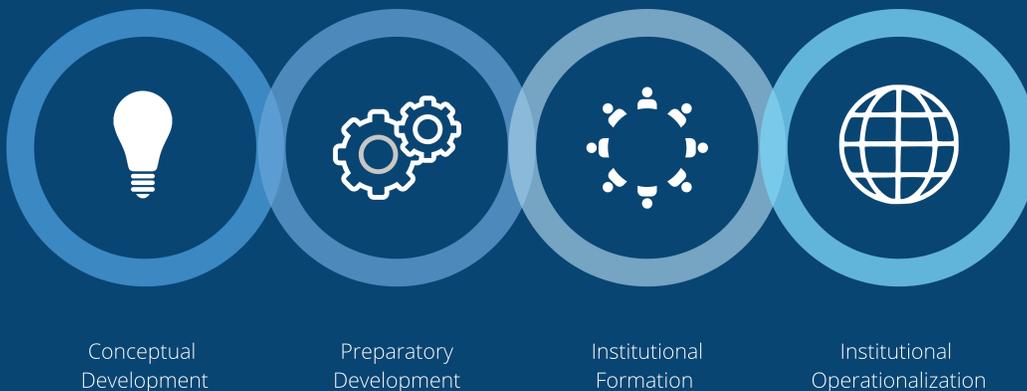


INSTITUTIONAL DEVELOPMENT

The United Institutions is being established to serve and support the international community and stakeholders across the world in addressing global challenges, realizing global development goals, and building a better world for present and future generations. The institutional development and formation process of the United Institutions is designed to be inclusive of stakeholder constituencies across all sectors, policy areas and geographies.

The draft Declaration of the United Institutions and the principles of the United Institutions Global Strategic Framework were established in 2017, setting the stage for the formation of the United Institutions. The origins of the United Institutions however date back to the 2000s and the initial conceptual development of the platform which laid the foundation for the institutional development of the UI.

UNITED INSTITUTIONS | INSTITUTIONAL DEVELOPMENT



Conceptual Development

From its inception the platform was aimed at providing institutions in the international community across the public, private and civil sectors, with a much needed enabling environment, framework, infrastructure and forum for international cooperation on peace, development, human rights and humanitarian assistance, at the global level, similar to the services provided to nation states at the United Nations. It was developed with a view to enhance integration across policy areas, institutionalize cross-sectoral cooperation, strengthen interinstitutional relations, remove barriers to cooperation and collective action, build trust and solidarity among stakeholders, and provide strategic and programmatic services. It was further designed to function as a unified and integrated platform, and to be jointly governed and managed by its member constituencies. The forum's secretariat was envisioned to be located in New York along with the United Nations, and proposed to be housed at the World Trade Center site being rebuilt after the events of September 11, 2001, or at a site next to the UN, among other potential locations.

The initial designs were developed under an independent consultative process with the engagement of leaders and experts from the United Nations system, UN permanent missions and nongovernmental organizations, with deep knowledge and expertise in global affairs, international relations, cooperation and public policy. The initiative was overseen and led by the platform's chief architect, Mr. Stirling Dean, a leading strategic thinker and thought leader on international organization, cooperation and governance, with 30 years of experience in the fields of development, peace, human rights and humanitarian assistance, who previously had served at the United Nations leading strategic planning, inter-agency coordination and development of global stakeholder relations platforms. An independent group of advisors including then current and former UN professionals, further assisted in the development of the initial plans.

Exploratory consultations held with the United Nations, heads of UN agencies, permanent representatives to the UN, international coalitions, nongovernmental organizations, experts and thought leaders, garnered unanimous positive responses, support and interest. The proposed new world body was heralded as a bold, groundbreaking and innovative concept, that could help the international community to strengthen global cooperation and become more interconnected and inclusive of all stakeholder groups.

The mechanism was further deemed as a pragmatic, neutral and effective solution towards enhancing working methods, relations and engagement between UN member states, civil society and the private sector. It was also lauded for being a 'platform for platforms' and a force multiplier that could help address a host of system-wide challenges hampering interinstitutional relations and cooperation.

On the behest of multiple stakeholders and advisors, and supported by the wealth of interest in the platform, a non-profit foundation was established to administrate and coordinate further development. The foundation was established as a public charity, independent of the UN and other intergovernmental organizations. Initial board trustees appointed to oversee the work of the organization and the preparatory development of the platform included, *inter alia*, then current and former UN professionals that had served as advisors on the preliminary designs and plans.

The foundation's development plan set out stakeholder engagement as a key priority in the development of the platform. It further called for the inclusion and participation of all relevant stakeholders and constituencies as co-creators of the platform, once preparatory development was completed and the project reached the institutional formation stage.

Preparatory Development

The multi-year preparatory development process included extensive research and development including, *inter alia*, strategic planning; operations planning, program development; business analysis; financial analysis; strategic and institutional framework development; infrastructure development, component design; real estate development; market research, stakeholder engagement; membership program development; service delivery planning; partnership development; business incentives development; location scouting; and consultations with local authorities and economic development agencies.

Deliverables further included feasibility studies; official consultations with the United Nations; affirming and securing stakeholder interest in the platform from a reference group of prospective members; and securing the prospect of financial support and business incentives from New York City and New York State governments for the establishment of the platform's secretariat in New York.

Stakeholder engagement, research and analysis covered stakeholder policies, agendas, priorities, programs, goals, challenges and risks across sectors, thematic areas and geographies. It further covered global governance, the international architecture, the multilateral system, governance arrangements, multistakeholder platforms, networks, partnerships, and multi-tenant centers; as well as systemic challenges including, *inter alia*, institutional silos, fragmentation, poor integration and a lack of inclusion. The foundation also attended a broad range of UN, civil society and private sector meetings and conferences, and continues to do so, as part of its engagement strategy.

The foundation held stakeholder consultations with institutions in the international community as well as the local community including government agencies and civic organizations. Consultations were held with leading global real estate services firms and various property owners in regards to the platform's physical infrastructure. Extensive consultations and talks were held with the New York State Governors Office, the New York City Mayors Office and the Port Authority of New York and New Jersey, to explore the prospect of housing the new world forum at the World Trade Center in New York, among other sites being considered.

The foundation further entered into a partnership with Jones Lang Lasalle, a leading global investment management firm, to serve as exclusive broker in the development of real estate components. Leading global law firm McDermott, Will and Emory also stepped in to provide legal services.

Strategic Framework

The platform's draft strategic and institutional framework was established through an extensive strategic thinking, assessment and evaluation process, informed by existing books of knowledge, thought leadership, and recommendations from a broad set of institutions, experts and sources across all frameworks, sectors, thematic areas and levels. Extensive work was undertaken to ensure that the framework is positioned and aligned to support the international community and stakeholders in the realization of the integrated requirements and goals of global frameworks and agendas including the 2030 Agenda, the Paris Agreement, the Sendai Framework, the Addis Agenda, the Sustainable Peace Agenda and the Agenda for Humanity.

The draft United Institutions Global Strategic Framework was completed in 2017. The framework established the mission, mandate, comparative advantage, strategic goals, functions and services of the United Institutions; its thematic coverage; operational area and constituents; as well as its institutional framework and composition. The framework sets out the rationale, requirements and key considerations for the new institution, defines the strategic role it will fulfill within the international architecture and identifies its functional relationship with existing institutions, mechanisms and decision making processes at international, regional and national levels.

The framework, which will serve as one of the key documents in the formation of the platform, was published as a draft with the intent for it to undergo stakeholder review, debate, negotiations and revisions towards the adoption of an official framework, during the UI institutional formation phase.

Global Stakeholder Consultation

Following the completion of the strategic framework, the foundation began preparations for the institutional formation phase. Among others it undertook strategic planning and foundation capacity building, established the UIID stakeholder engagement framework, and held consultations on the global strategic framework with the United Nations and other stakeholders. The foundation further undertook preparations for a global stakeholder consultation on the strategic framework, to be held ahead of the institutional formation process.

The Preparatory Global Stakeholder Consultation (PSGS) will be open to stakeholders across all constituency groups and will serve several important functions in the development and formation of the United Institutions, including inter alia, introduction of the UI and the institutional development process to stakeholders constituencies; consultation on the overarching purposes, functions, rationale and goals of the UI; mobilizing stakeholder participation in the formation process; establishing relationships with and among stakeholders, and building the UI stakeholder constituency. It will also seek inputs on stakeholder priorities, experiences and challenges related to interinstitutional relations, cross sector engagement, multi-stakeholder cooperation, systemic approaches and collective action. The consultation is planned to be held in 2024 and the outcome will feed into the institutional formation process.

Constituency Policy Dialogues

Following the Preparatory Global Stakeholder Consultation, the foundation plans to hold a series of constituency policy dialogues. The dialogues will bring together individual constituencies for further discussions to identify constituency requirements, priorities and positions. The dialogues will be held virtually to ensure broad participation and engagement, and will be organized together with regional, thematic and institutional category constituency interlocutors. The outcome of the policy dialogues will feed into the institutional formation process.

Global Governance Consultations

The UI Foundation participated in a host of global governance reform dialogues and consultations during 2018-2023 initiated separately by the United Nations, UN member states, civil society and the private sector, on the occasion of the 75th anniversary of the founding of the UN. The foundation contributed to UN consultations on the UN Secretary-Generals "Our Common Agenda" report, addressing the future of global governance and cooperation; issued position statements, published a key policy brief on global governance reform, and advocated for coherent and inclusive global governance reform, at the UN General Assembly and various civil society and private sector fora.

Institutional Formation

The UI institutional formation phase will serve as the principal institutional development stage in the creation of the United Institutions. It will encompass the drafting and adoption of the founding documents of the United Institutions, and the establishment of the United Institutions as an international organization.

Key deliverables include, inter alia, the United Institutions charter; incorporation, strategic framework, institutional framework; governance framework; internal policies; accountability mechanism; operational framework; program framework; infrastructure framework; integrated coordination framework; financial framework, membership program, and the UI membership financial assessments programme. Research and preparations for the establishment of these documents were conducted during the preparatory development phase.

Organization of Stakeholders

The institutional formation will be established through an inclusive consultation and co-creation process involving all relevant stakeholder constituencies. To this end a United Institutions Development Partnership (UIDP) will be established, which will bring stakeholders together and formalize their involvement in the UIDP formation and operationalization phases.

The UIDP activities will be governed by a Steering Committee, which will function as the central decision making mechanism in the formation of the United Institutions. Stakeholder constituencies will be organized into UIDP Stakeholder Delegations, which will be comprised of representatives from their respective constituencies, and which will be responsible for facilitating constituency inputs into UI Institutional Development processes, and UIDP Steering Committee decisions making. Each UIDP Stakeholder Delegation will have representation on the UIDP Steering Committee, which will be chaired by the UI Foundation's Executive Director.

The UI Foundation will serve as the secretariat for the UIDP, including the Steering Committee and Stakeholder Delegations. It will further be responsible for administration and management of the UI institutional formation process, stakeholder relations management, and for ensuring inclusive stakeholder engagement in the UI institutional development and formation process.

The formation of the UIDP, Steering Committee and Stakeholder Delegations will take place at the beginning of the UI institutional formation phase. For further information on the UIDP, Steering Committee and Stakeholder Delegations see Chapter 2.

Mandate and Responsibility

The consultation and co-creation process will provide stakeholders with the mandate and agency to decide on the functions and services that the United Institutions will provide to the international community, in an inclusive and democratic manner.

Taking on this important role and agency will also come with important responsibilities. Stakeholders elected to participate in the UI institutional formation process via UI Stakeholder Delegations will be tasked to make decisions on the UI, on behalf of, and for the benefit of, the collective requirements of all stakeholder constituencies and the international community as a whole, with a view to strengthen global governance, the international architecture, multilateralism, international cooperation, interinstitutional and intersectoral relations, the long term positioning of the various sectors, and the capacity of the international community to address global challenges and development goals, for present and future generations.

They will also be responsible and held accountable for ensuring that the decisions they make enable and support systemic and integrated approaches, systems change, collective outcomes, inclusion, participation, accountability, transparency, global partnership and solidarity, inter alia. To this end, stakeholders will be required to provide the rationale behind the decisions they make, to the global UI stakeholder constituency as a whole.

Institutional Operationalization

The institutional operationalization phase will include the implementation of the UI governance, administration, finance, program and infrastructure deliverables. Preparations for the operationalization phase will commence after the adoption of the UI founding documents. The UIDP Steering Committee will be responsible for oversight of the institutional operationalization. The UI Foundation will continue to serve as the secretariat and will be responsible for administration and implementation.

Governance

The operationalization of the United Institutions charter and governance framework will include the establishment of the United Institutions General Assembly which will function as the UI Executive Board, and will consist of UI member constituents. The UI General Assembly will be responsible for governance and oversight of the United Institutions, the UI secretariat, administrative decisions and the appointment of the UI secretariat executive management team. The establishment of the United Institutions General Assembly will trigger a gradual transition of authority from the UI Foundation and the UIDP Steering Committee, over to the United Institutions General Assembly. This process will be defined during the institutional formation process. UI governance deliverables further include United Institutions internal control mechanisms and accountability framework, inter alia.

Administration

United Institutions administration deliverables include, inter alia, the implementation of the UI secretariat, financial management framework, administrative affairs, legal affairs, human resources, and internal structures including its' various departments. The UI Foundation will be responsible for managing the implementation of UI administrative deliverables. Key foundation resources and staff will further be transitioned to the UI Secretariat to ensure that UIID institutional assets, knowledge, relations, capacities and continuity are incorporated and operationalized within the UI.

Financing

Financial deliverables will include, inter alia, the implementation of the UI capital campaign, the UI membership financial assessments programme; the establishment of the UI endowment, and the implementation of financial business incentives from New York State and City governments, and NY economic development agencies. Preparations for these processes were started during the preparatory development phase. The processes will be overseen and managed by the UIDP Steering Committee and UIF during the institutional operationalization, and will be transitioned over to the United Institutions Executive Board, on a phased schedule.

Infrastructure

Infrastructure operationalization will include, inter alia, the establishment of the UI secretariat, offices and meeting facilities. Deliverables include the UI capital master plan, real estate development, location selection, property management, leasing program development, the architectural design process, construction and fit-out. It may further include the lease of temporary commercial real estate to house the UI Secretariat and UI global forums, until permanent facilities have been designed, constructed and made available for use. These processes will be undertaken in partnership with Jones Lang LaSalle, a global financial management and real estate services firm which has been engaged to serve as exclusive broker on the project, and that has been working with the UI Foundation on these deliverables since the preparatory development phase.

Programmes

United Institutions program deliverables will include the implementation of the UI program platform, global forums, strategic business services, integrated coordination mechanism, membership program, and the UI membership accreditation and onboarding processes. These process will be implemented in conjunction with the establishment of the administrative deliverables including the UI Secretariat which will oversee UI programmes once the UI becomes operational.



Governance and Administration

United Institutions Foundation

The United Institutions Foundation (UIF) is a 501(c)(3) not-for-profit organization established to administrate the development of the United Institutions. The foundation is registered as a public charity in the United States, and is independent of any stakeholder constituency, intergovernmental organization, government or interest group. It is funded by donations and contributions from members of the general public, institutional donors, and members of the foundations board.

The foundation was established during the conceptual development phase on the behest of multiple stakeholders and advisors, and based on the broad interest garnered from initial consultations with various stakeholders including, inter alia, the United Nations, UN permanent representatives, non-governmental organizations, civic organizations, experts and thought leaders.

The foundation is responsible for managing all aspects of the institutional development of the United Institutions including governance, project management, research, development, operationalization, human resources, capacity building, partnerships, financial management, legal affairs, real estate, stakeholder relations, communications, and advocacy.

The foundation will further be responsible for oversight, and serve as the secretariat for the United Institutions Development Partnership, Steering Committee and Stakeholder Delegations.

Executive Board

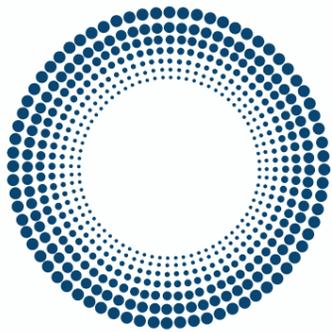
The United Institutions Foundation’s Executive Board is responsible for overseeing the foundations work and the institutional development of the United Institutions. Executive board members serve in their individual capacity, and not based on their affiliation.

Executive Board | Trustees

Trustee	Directors	Current Affiliation	Former Affiliations Positions
Stirling Dean	Chair	United Institutions Foundation	UN, UNDESA, UNDP, UNICEF
Ulf Ottoson	Vice-Chair	UN Environment Programme	European Commission, Swedish Government, Swedish Foreign Ministry, Swedish UN Mission
Kirsten Sharett	Treasurer	United Institutions Foundation	Salomon Brothers, Bankers Trust
Jens Tellefsen		Orbital Insights	UNICEF, GEF, McKinsey
Quentin Dean	Secretary	World Resources Institute	World Bank, White House. US Senate, UNICEF, ACICS

Board Development and Expansion

The UI Foundation executive board will be undertaking a board development and expansion process, concluding the preparatory development stage, with a view to broaden representation and deepen the board’s strategic capacities to oversee the UIID institutional formation and operationalization phases. The board development and expansion process will be undertaken in consultation with relevant stakeholder constituencies.



UNITED INSTITUTIONS

INSTITUTIONAL DEVELOPMENT
STAKEHOLDER ENGAGEMENT FRAMEWORK

2 | STAKEHOLDER ENGAGEMENT

STRATEGIC RATIONALE

The United Institutions is being developed to serve a host of interlinked functions for the international community including inter alia, to support the realization of a modern, networked and inclusive global governance system; to build out the institutional framework at the global level; to link sectors, mechanisms and processes together across policy areas and geographies; to address systemic governance challenges; and to strengthen governance, international cooperation and collective action in addressing global challenges and achieving global agendas.

To this end, stakeholder engagement in the institutional development of the UI is being undertaken in a systemic and integrated manner inclusive of all relevant stakeholder constituencies within the International community. The UIID stakeholder engagement strategy is guided by the following frameworks and strategic considerations, inter alia,

- Universal Declaration of Human Rights
- United Nations Global Agendas
- United Institutions Global Strategic Framework
- Global Governance Reform
- Global Governance Challenges

Universal Declaration of Human Rights

The institutional development of the United Institutions is guided by and aligned with the Universal Declaration of Human Rights and committed to upholding its principles, including freedom of speech, the right to freedom of opinion and expression, and the right to freedom of peaceful assembly and association. The United Institutions Foundation is further committed to upholding the principles of equality and of non-discrimination, regardless of race, ethnicity, gender, sexual orientation, age, language, disability, religion, political or other opinion, origin, property, birth or other status.

United Nations Global Agendas

United Nations global agendas, including inter alia, the 2030 Agenda for Sustainable Development, the Paris Agreement on climate change, the Sendai Framework for Disaster Risk Reduction, the Addis Ababa Action Agenda on financing for development, and UN resolutions on sustainable peace, recognize the interdependencies between sustainable development, peace and security and human rights, and specify the need for policy coherence and integrated approaches that account for the interlinkages across policy areas in order to address global challenges and realize the new global agendas. These findings are also corroborated in the United Nations 'Agenda for Humanity' on humanitarian assistance established in 2016, and in United Nations Secretary-General Antonio Guterres' 'Our Common Agenda' report, on the future of global cooperation released in 2021.

The 2030 Agenda further recognizes that achieving its integrated goals and targets will require an enabling environment, good governance, transparent and accountable institutions, multistakeholder partnerships and a whole-of-society approach, inclusive of all stakeholders of society, across policy areas, sectors and geographies. In adopting the agendas, UN member states also recognized that stakeholders need to have ownership of policy formulation, implementation and monitoring processes, according to their circumstances, at local, national, regional and global levels. It is further important to ensure that stakeholders have input into governance arrangements through inclusive representation and democratic decision making.

The institutional development of the United Institutions is guided by and aligned with the new UN global agendas, and the platform itself is being established to enable the international community to strengthen and transform global stakeholder engagement, cooperation, partnership and collective action in achieving the agendas. The principles of the global agendas are thus central to the rationale, goals, functions, utilization and management of the United Institutions, and call for the platform to be co-created and implemented according to the same philosophies.

United Institutions Global Strategic Framework

As mentioned previously, the draft United Institutions Global Strategic Framework framework established in 2017, sets out the mission, mandate, comparative advantage, strategic goals, functions and services of the United Institutions; its thematic coverage; operational area, stakeholders constituents; as well as its institutional framework and composition. The framework further sets out the rationale, requirements and key considerations for the new institution, defines the strategic role it will fulfill within the international architecture and identifies its functional relationship with existing institutions, mechanisms and decision making processes at international, regional and national levels.

The framework establishes a bold and ambitious vision for the United Institutions and the transformation to systemic and integrated cooperation and collective action, inclusive of all stakeholder constituencies and sectors of society.

In order to serve in this capacity and to meet the strategic goals of the platform, the United Institutions needs to meet several important criteria including inter alia,

- Establish a shared vision, a unifying framework and an organizational principle for cross-sectoral cooperation, inclusive of all relevant stakeholder constituencies and sectors
- Establish an enabling environment for systemic, integrated, inclusive and participatory, cross sectoral cooperation
- Provide a coherent and integrated a global program platform to support systemic and sustained cooperation
- Establish a coherent and inclusive global stakeholder engagement framework
- Establish a coherent coordination framework with existing governance structures, mechanisms, institutions and processes at the international, regional and national levels
- Provide dedicated programmatic, physical and technical infrastructure for cooperation
- Incorporate stakeholder engagement requirements across policy areas, sectors and geographies
- Establish a common language across the development, climate, peace, humanitarian, human rights, and rule of law sectors
- Establish a democratic and transparent governance structure and constitution
- Establish a coherent and inclusive membership programme
- Provide coherent transparency and accountability mechanisms
- Establish a coherent monitoring and review framework
- Provide a coherent results management framework
- Mobilize stakeholder participation across relevant stakeholder constituencies
- Ensure alignment with UN global agendas and frameworks

Realizing these systemic and integrated criteria can only be achieved through coherent, inclusive and participatory co-creation processes involving all relevant stakeholder groups.

The institutional development process will further need to address stakeholder requirements in the design, implementation, governance and administration of the platform.

Involving stakeholders in the institutional development, formation and operationalization of the United Institutions will ensure that it is implemented in a coherent, accountable and transparent manner, and that stakeholders are given joint ownership of the platform.

The UI institutional development co-creation strategy will further serve to build a shared vision and understanding among stakeholders, align strategic goals across sectors and policy areas, and build trust and strategic relations. It will further create an enabling environment of collaboration and common goal setting, based on shared values and objectives. An inclusive institutional development process will also ensure that the United Institutions is implemented as a universal and shared resource for all stakeholder groups, and ensure that the ownership of the platform belongs to the international community as a whole.

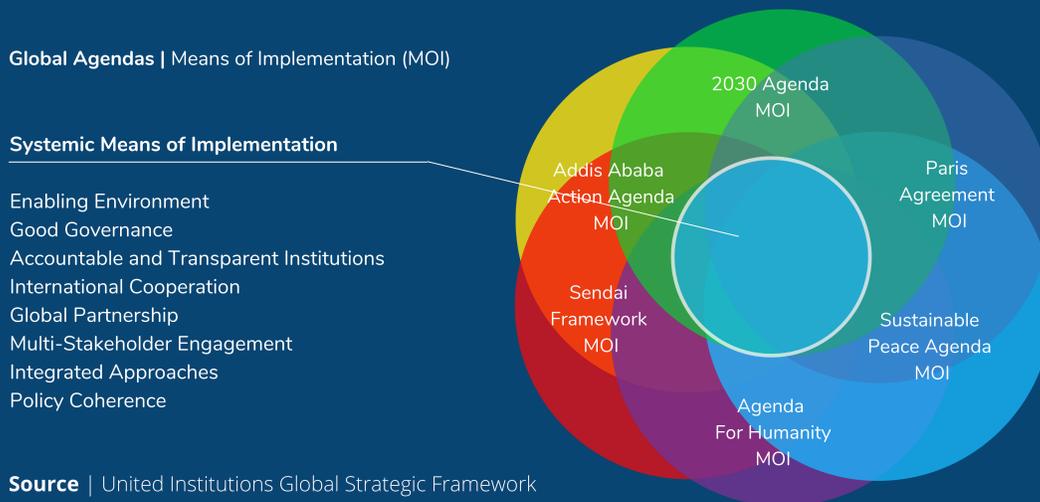
The institutional development of the United Institutions, including the UIID Stakeholder Engagement Framework, is aligned and guided by these principles.

Global Governance Reform

The global governance system including much of the international architecture was established at the end of WW2 and has made great strides in advancing international cooperation and building a more peaceful and equitable world. However, there is broad consensus within the international community that the system has not been adequately updated and equipped for the more complex and integrated challenges of the 21st century.

In various global governance reform dialogues initiated separately by, inter alia, the United Nations, UN member states, civil society and private sector business groups, on the occasion of the 75th anniversary of the United Nations, stakeholders have been clear about the need to strengthen and transform global governance in order to make it relevant for the needs of today's world. They have also called for any governance reform processes to be inclusive of stakeholders across policy areas, sectors and geographies.

The United Institutions Foundation is aligned and committed to these principles and actively advocates for coherent, transparent and inclusive UN member state led global governance reform. at UN, civil society and private sector fora. It furthermore calls for reforms and strategic investments to be aligned and integrated with the new global agendas, including the agenda's shared and systemic means of implementation.



The foundation is further committed to ensuring that decision making in the establishment of the United Institutions is made collectively by the full range of stakeholder constituencies within the international community, through a coherent, informed, democratic, inclusive and transparent process. This commitment is also reflected in the foundation's proactive engagement and ongoing consultations with the United Nations and other stakeholders, and in the principles of the UI Global Strategic Framework, the UI Institutional Development Framework and the UIID Stakeholder Engagement Framework, inter alia.

Governance Challenges

One of the main functions of the United Institutions will be to support the international community and stakeholder constituencies across sectors, with improved capacity to address system-wide governance challenges, that have long impeded progress in addressing global challenges and in realizing development goals, including, inter alia, sectoral and institutional silos, insufficient intersectoral and interinstitutional relations, fragmentation, poor integration, inadequate inclusion and participation, gender inequality, lack of trust among stakeholders, poor coordination, insufficient capacity, lack of meaningful engagement, and inadequate long term planning. Solving these interlinked challenges will require systemic and integrated solutions, and the inclusion and participation of all stakeholder constituencies. Establishing the platforms strategic goals and functions related to addressing these governance challenges, will be dependent on broad stakeholder engagement across policy areas, sectors and geographies.



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STRATEGIC VISION

The strategic vision for stakeholder engagement in the institutional development of the United Institutions, include the following goals and objectives, inter alia,

- Empower stakeholder constituencies within the International community to establish a shared vision for the establishment of a modern infrastructure, institutional framework and enabling environment for intersectoral and interinstitutional multistakeholder cooperation and collective action, at the global level
- Ensure that the United Institutions provides UI stakeholder constituencies a unifying framework, comprehensive infrastructure and permanent platform for international, intersectoral and interinstitutional multistakeholder cooperation at the global level, that is inclusive of all stakeholder constituencies within the international community
- Ensure that the UI is implemented as a global hub, utility and resource for all stakeholder constituencies
- Ensure that the United Institutions is developed in a coherent, systemic and integrated manner
- Identify and incorporate business and functional requirements of all stakeholder constituencies, policy areas and geographies into the design, functions and services of the United Institutions
- Identify and incorporate systemic and integrated requirements into the design, functions and services of the UI
- Identify potential risks, constraints and conflicts that could affect the goals, functions and services of the UI
- Ensure that the United Institutions is equipped to serve its strategic goals, objectives and functions
- Ensure the strategic and institutional sustainability of the United Institutions
- Ensure good governance and joint ownership of the institutional development of the United Institutions
- Ensure meaningful inclusion, participation and engagement of all relevant stakeholder constituencies
- Provide stakeholder constituencies with a coherent enabling environment for the Institutional development of UI
- Uphold the rights of stakeholder constituencies to be included and to participate in decisions that may affect them
- Ensure transparency and accountability in the institutional development of the United Institutions
- Provide stakeholders with a transparent feedback, review and monitoring mechanism to ensure that the development of the UI achieves its intended goals and objectives, and limits unintended consequences
- Strengthen UIID development outcomes through effective stakeholder engagement and support
- Ensure UIID project acceptance by United Institutions stakeholder constituencies
- Build strong strategic relations and trust among United Institutions stakeholder constituencies
- Ensure that UIID stakeholder engagement is human rights centered, open, fact based, timely, gender responsive, non-discriminatory, and free of manipulation and intimidation
- Provide stakeholders that may be adversely affected by the development and implementation of the United Institutions with a mechanism to address concerns and grievances

STAKEHOLDERS

United Institutions stakeholders are defined as all entities that i) affect, ii) are affected by, or iii) perceive that they will be affected by the United Institutions, including inter alia, institutions, constituencies, sectors, communities and individuals.

The UIID Stakeholder Engagement Framework is focused on UIID Stakeholders, those stakeholders that are or will be engaged and involved in the institutional development of the United Institutions, and does not address engagement with the larger community defined as United Institutions stakeholders.

UIID stakeholders are classified into five types of stakeholders: constituencies/sectors, institutions, local community, partners and service providers. These stakeholder definitions and specifications are referenced throughout UI Institutional Development processes.

Constituencies | Sectors

The United Institutions is being established to be a permanent world forum for systemic and integrated cooperation and collective action across policy areas, sectors and geographies, inclusive of all stakeholder constituencies engaged at the global level. The platform is further being developed to serve and support stakeholder sectors and constituencies in addressing global challenges and realizing global agendas. To this end, stakeholder constituencies and sectors as a whole are considered stakeholders of the UI and the UI institutional development process.

United Institutions strategic goals and functions that will serve to support and strengthen intersectoral cooperation and engagement at the global level, include, but are not limited to, the following:

- Strengthening the coherence and integration of the international architecture
- Enhancing connectivity and linkages between sectors and constituencies
- Strengthening international cooperation, partnerships and collective action between sectors and constituencies
- Strengthening engagement on the development, humanitarian, peace and human rights nexus.
- Harmonization of global, regional, national and local level activities
- Realization of the means of implementation within and across global agendas
- Revitalization of the global partnership for development
- Strengthening intersectoral and interinstitutional relations
- Building trust between sectors, constituencies and policy areas
- Breaking sectoral and institutional silos
- Realizing policy coherence across global agendas, policy areas, sectors and geographies
- Implementation of systemic and integrated approaches
- Institutional, sectoral and constituency capacity building
- Achieving good governance and an enabling environment
- Strengthening intersectoral and interinstitutional multi-stakeholder cooperation, inclusion and participation
- Institutionalized and meaningful engagement, consultation and collaboration across sectors and constituencies
- Addressing systemic challenges within the international architecture
- Strengthening the long-term positioning of the development, peace, humanitarian and human rights sectors
- Building global team work and global solidarity

The institutional development of the United Institutions is designed to address the priorities and requirements of all relevant stakeholder sectors and constituencies. The process will account for sector specific parameters as well as interlinked requirements across sectors, including inter alia, mandates, structures, values, norms, standards, languages, relations, ways of working, priorities, strategic goals and means of implementation.

UI institutional development deliverables will also include the establishment of a common language, values, standards, ways of working and methodology for intersectoral and interinstitutional multistakeholder cooperation and engagement at the United Institutions, to ensure that the platform will provide its functions and services to the full range of stakeholder constituencies and sectors in a systemic, integrated, inclusive and sustained manner.

Definition

The definition of UIID stakeholder constituencies and sectors has been established by accounting for commonly used sector classifications employed within the International community, including: thematic area; geographic level; geographic region; societal function; institutional category; and UN major groups.

These commonly used classifications identify the function of the sectors or constituencies, and the stakeholders and institutions that operate within them. The classifications are not mutually exclusive, meaning an institution can belong to more than one of these sector classifications.

Stakeholder Classifications

Thematic Areas	Geographic Levels	Geographic Regions	Societal Functions	Institutional Categories	UN Major Groups and Other Stakeholders
Sustainable Development	Global	Africa	Public Sector	Inter-Governmental	Women’s Groups
Climate	Regional	Asia	Civil Sector	Governments	Children and Youth Groups
Peace and Security	National	Europe	Private Sector	Local Governments	Local Authorities
Humanitarian Assistance	Local	North America		Non-Governmental	Non Governmental Orgs
Human Rights		Oceania		Think Tanks	Indigenous Peoples Groups
Governance and Rule of Law		South America		Philanthropic Foundations	Workers and Trade Unions
				Businesses	Business and Industry
				Scientific Community	Scientific & Technological Community
				Academia	Education and Academia
				Multi-Stakeholder Partnerships	Farmers and Agriculture Groups
				Networks, Coalitions and Alliances	Persons with Disabilities Organizations
				Social Enterprises	Ageing Organizations
				Parliaments	LGBTI+ Groups
					Volunteer Organizations

Engagement

The UI institutional development process has been designed to be inclusive of these stakeholder classifications by organizing stakeholders into UIID Stakeholder Delegations that will actively engage in the UIID formation and operationalization phases. The UIID Stakeholder Delegations will be organized according to the institutional category or major group constituency classifications, and will consist of delegates and experts from each of the thematic area and geographic region classifications.

The delegations will engage in the UI institutional development process as one of 22 stakeholder delegations, as well as via thematic and geographic clusters and working groups, designed to enable stakeholder constituencies and sectors to work together in a systemic and integrated manner in addressing and making decisions on UIID deliverables. The design will facilitate stakeholder inputs from constituent, sectoral, societal, thematic and geographic vantage points, as well as through a systemic and integrated lens.



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Delegates will be nominated and selected from institutions within each respective constituency and appointed through an autonomous process, to be administered via globally recognized interlocutors with a track record of serving and supporting their respective constituency. For further information see the Organization of Stakeholders section.

Institutions

The United Institutions is aimed at serving and supporting institutions working on addressing global challenges and realizing global agendas, and that are engaged with processes at the global level. These institutions are the central constituents of the United Institutions.

Definition

The institutional development of the United Institutions defines all public, private and civil society entities as institutions or institutional stakeholders. The definition of institutions includes governments, organizations, foundations, associations, businesses, corporations, mechanisms, partnerships, networks, alliances, coalitions and governance arrangements.

The definition of institutions does not include individuals by themselves. However, individuals, including rights holders, can engage with the United Institutions through association with institutions, such as governments, local authorities, nongovernmental organizations, philanthropies, academia, and major groups, inter alia.

Engagement

Individuals institutions will be able to engage in the institutional development of the UI as a member of the constituency or sector they belong to, and via their respective UIID Stakeholder Delegations. Working within their respective constituencies and through their UIID Stakeholder Delegations, institutions will be able to provide expert input, knowledge and expertise into the UIID positions of the constituency. They will also be able to provide input on the thematic areas and geographic regions that they operate within, as each constituency and delegation will provide input to the institutional development of the United Institutions on the thematic and regional perspectives of the constituency. The delegations will further be tasked to account for diverting opinions to ensure that all relevant inputs and view points are included and accounted for.

Institutions that belong to multiple institutional categories or major groups, will be able to join each of the correlating constituencies. This will enable the institutions to provide input based on the different perspectives and requirements of each of the constituencies, as well as via the thematic areas and geographic region they are engaged in. For further information see the Organization of Stakeholders section.



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Local Community

Local community stakeholders in the institutional development of the United Institutions constitute the host country and the local community in New York City where the United Institutions world headquarters, forum and secretariat will be located, along with the United Nations.

This includes the United States Government, the State of New York, the New York State Governors Office, the City of New York, the Office of the Mayor of New York City, New York City agencies, civic organizations, and local community boards in the districts being considered to house the United Institutions.

The local community also includes the United Nations, UN Agencies, Permanent Missions to the United Nations, and the large constituency of organizations within the international community that have UN representation and offices in New York City.

Close cooperation and consultation with local community stakeholders will be required in the institutional formation and operationalization phases and in addressing areas such as location selection, usage plan, real estate, regulatory affairs, permits, transportation, community engagement components, security, utilities, sustainability, and other issues. UIF and the UIDP Steering Committee will engage with these stakeholders at various points in the UIID.

Partners

The institutional development of the United Institutions will involve a host of partnering institutions that will be actively involved in the United Institutions formation and operationalization including financial partners, real estate companies, law firms, local community agencies, and various other business and non-governmental groups.

The institutional development process will also involve of a host of interlocutors and umbrella organizations that represent large sets of constituencies in international affairs. These organizations will have a central role in enabling and ensuring broad and inclusive involvement of the various stakeholders constituencies, and serve in an advisory and facilitative role in the establishment of the various UIID constituency delegations to the institutional formation and operationalization processes.

Service Providers

These are organizations and companies that will be contracted to provide services to various United Institutions administrative, operational and programatic functions including inter alia, legal affairs, regulatory affairs, human resources, communications, training and security.



ORGANIZATION OF STAKEHOLDERS

Development Partnership

A United Institutions Development Partnership (UIDP) will be established for the purpose of bringing UIID stakeholder constituencies together and formalizing their participation in the formation and operationalization of the United Institutions. The partnership will be established via a partnership agreement.

The UI Development Partnership will have the following purposes and goals, inter alia,

- Mobilize multi-stakeholder participation in UIID
- Formalize stakeholder engagement in UIID
- Facilitate and coordinate stakeholder engagement in UIID
- Enable democratic, inclusive, accountable and transparent decision making in UIID
- Development, deliberations and adoption of UIID deliverables
- Oversight of the implementation of UIID deliverables

The UI Development Partnership will involve several bodies with varying roles, responsibilities and activities within the partnership and in the UI institutional development process. These bodies are as follows:

- UIDP Steering Committee
- UIDP Stakeholder Delegations
- UIDP Thematic Clusters
- UIDP Working Groups
- UI Foundation | UIDP Secretariat

The partnership will also involve a host of partnering institutions that will provide financial, advocacy, advisory and facilitative support, inter alia.

The formation of the United Institutions Development Partnership including the assembly and organization of stakeholders within the UIID Stakeholder Delegations, is scheduled to take place at the start of the UIID formation phase.

To participate in the UI Development Partnership stakeholders constituencies will be required to, inter alia,

- Elect and appoint delegations to represent their respective constituencies
- Engage and participate in institutional development processes
- Provide input and support to selected UIID activities

Secretariat and Administration

The UI Foundation will be responsible for oversight and serve as the secretariat for the UI Development Partnership. UIF administrative responsibilities will include, inter alia,.

- Facilitate and coordinate stakeholder engagement in the institutional development of the United Institutions
- Oversight of delegate elections and appointments to UIDP bodies
- Ensure effective coordination of the work of UIDP bodies including the UIDP Steering Committee, Stakeholder Delegations, Clusters and Working Groups
- Institutional development project management and administration
- Provide institutional development policy guidance and research to UIDP bodies
- Administrate the institutional development meeting framework including logistical and technical support
- Administration of budgets and financial resources
- Addressing any matters raised by UIDP bodies, including potential conflicts of interest

Stakeholder Delegations

UIID Stakeholder Delegations (SDs) will be organized within the UI Development Partnership to facilitate and coordinate constituency engagement and inputs into the UI institutional formation process. UIID SDs will be created for each institutional category and major group constituency, for a total of 22 delegations.

Stakeholder Delegations			
Academic Institutions	Indigenous Peoples Orgs.	Non-Governmental Orgs.	Think Tanks
Aging Organizations	Inter-Governmental Orgs.	Parliamentarian Groups	Volunteer Orgs.
Business and Industry	LGBTI Orgs.	Persons with Disabilities Orgs.	Women Orgs.
Children and Youth Orgs.	Local Governments	Philanthropic Foundations	Workers & Unions
Farmer & Agricultural Orgs	Multi-Stakeholder Partnerships	Scientific & Technological Orgs.	
Governments	Networks, Coalitions & Alliances	Social Enterprises	

The UIID Stakeholder Delegations, will have the following directives, as part of their terms of reference, inter alia,

- Delegations shall consist of a total of twelve delegates from their respective constituency, comprised as follows: Thematic area delegates: sustainable development; climate; peace; human rights; humanitarian assistance; governance and rule of law (six delegates in total). Geographic region delegates: Africa, Asia, Europe, North America, Oceania, South America (six delegates in total)
- Delegations shall be required to have a balance between the northern and southern hemispheres
- Delegations shall be required to have gender balance, with a minimum of 50 percent female delegates
- Delegates shall be elected and appointed autonomously by each stakeholder constituency themselves, working through a globally recognized constituency interlocutor engaged at the global and regional levels, and that engages and/or represents constituents at all levels, global, regional, national and local
- Delegates will be required to meet UIID delegate qualifications (see Delegate Qualifications section on page 42)
- The UI Foundation will be responsible for reviewing delegate qualifications at the time of their appointment
- Delegations will be required to appoint two group co-chairs to administrate and lead the delegations activities
- Co-chair appointments need to be gender balanced and comprised of one female and one male delegate
- Co-chair appointments should seek a balance between northern and southern hemisphere, with a minimum of one delegate from the southern hemisphere
- Delegates will be responsible for representing the voice of their constituency, and all constituencies as a whole, and to not use the position in the interests of their own institution
- Delegations will be required to maintain regular contact with respective constituencies, in coordination with their selected global interlocutors, to inform and consult them on UIID deliverables, and issues that may be of concern to the constituency
- UIF will supply delegations and interlocutors with methodology and tools for consultation with their constituencies including inter alia, a dedicated online portal with project information, schedules, and forums for soliciting inputs, feedback and discussions
- Delegations will be able to discuss, negotiate and decide on their individual sector's inputs, positions and directives on given UIID deliverables, policy matters and subjects
- Delegations will also be required to provide all inputs through a systemic and integrated perspective, accounting for the interlinkages and requirements across thematic areas, agendas, sectors and geographies
- The delegations will be tasked with providing input into UI institutional formation and operationalization processes and UIID deliverables
- Delegations will work in cooperation with other delegations in discussing, co-creating, negotiating and deciding on outcomes on given UIID deliverables and subjects

All delegations will be expected to facilitate inputs and discussions on the UI institutional development process and UI deliverables among their constituents, and ensure that all institutions within their constituency are provided with a mechanism to provide feedback to their delegation, according to agreed upon parameters. The Terms of Reference will be decided in consultation with all stakeholder constituencies at the start of the UI formation phase.

Individual institutions can belong to multiple constituencies. For example, a regional alliance of women's non-governmental organizations, can be a member of both the UN Major Group for NGO's as well as the Women's Major Group. In this capacity, institutions may choose to engage in UIID activities and provide inputs through both constituencies and their respective UI delegations.

Individual institutions will however not be allowed to nominate their own representative to be appointed as a delegate for two different UI delegations. For example, the executive director of the regional alliance of women's nongovernmental organizations cannot be appointed to serve as a representative on the UIDP NGO Stakeholder Delegation, organized via the UN NGO Major Group, and also serve as a representative on the UIDP Women's Group Stakeholder Delegation, organized by the UN Women's Group, at the same time.

Delegations will be tasked with providing input, advice and positions on various issues to be addressed in the development of specific UI deliverables including procedures, strategies, project planning and specific founding documents. Direct feedback will be provided to the UIID project team for certain deliverables, while on other issues, delegation inputs will be gathered for deliberation by the UI Steering Committees before decisions are made, and provided to the UI Foundation.

The formation of the UI Stakeholder Delegations will include the following processes, inter alia,

- Establishment of the UI Institutional Development constituency
- Onboarding of UIID Stakeholder Delegates
- Identification of key stakeholder representatives and subject matter experts
- Identification of UI Development Steering Committee members

Delegation Election and Formation

Each constituency will be responsible for electing and appointing their own UIID delegations and individual delegates, pending UIF approval. To facilitate this process, the UI Foundation will work with established and globally recognized interlocutors and umbrella organizations that already represent the various constituencies in international affairs, to manage the election process within their respective constituencies. These interlocutors will be tasked with constituency outreach, soliciting nominations from constituents and conducting a democratic, inclusive and transparent election process.

The UI Foundation will provide logistical support, and consult and communicate with all stakeholders groups ahead of the delegation election process in regards to the selection of interlocutors and the terms of reference. The formation of the UI Stakeholder Delegations will take place at the beginning of the UI Institutional Formation phase.

Globally recognized Interlocutors that are being considered to manage the delegate election and appointment processes for their individual constituencies are as follows:

Major Groups

Constituencies that have been assigned with a UN Major Group classification will be able to manage the election of their UIID Stakeholder Delegations via their respective UN Major Group Committees across various UN fora and agencies, including inter alia, ECOSOC (HLPF), UNEA and UNFCCC.

Institutional Categories

Internationally recognized interlocutors representing constituencies outside of the UN Major Group classification system, including inter alia, governments, intergovernmental organizations, the philanthropic sector and think tanks, will be assigned to manage their respective delegation election process.

Thematic Clusters | Working Group

To facilitate systemic and integrated development and adoption of UI deliverables, six thematic clusters will be established within the UI Development Partnership: Sustainable Development Cluster; Climate Cluster; Peace and Security Cluster; Human Rights Cluster; Humanitarian Assistance Cluster; and the Governance and Rule of Law Cluster.

The thematic clusters will bring together the thematic delegates from each delegation into thematic groupings to provide expertise on the requirements and view points of thematic constituencies i.e. stakeholders within the sustainable development, climate, peace, humanitarian, human rights, governance and rule of law sectors. Each cluster will have twenty-two delegates, one from each delegation, all representing the same thematic area. The thematic clusters will not replace the delegation structure, but will facilitate sectoral as well as cross-sectoral discussions on UI Deliverables.

The thematic clusters will be tasked with addressing UI deliverables through two different lenses - sectoral and systemic. Working independently they will take a thematic/sectoral perspective on UI Deliverables to ensure that the thematic area and sector's requirements are addressed and accounted for in the design of the UI. Working in collaboration with the other five thematic clusters they will further be tasked with addressing UI deliverables accounting for the interlinkages across thematic areas, global challenges and global agendas. This process will be facilitated through a thematic working group, involving all the six thematic clusters.

In-depth discussions within the thematic clusters and the thematic working group will be aimed at establishing shared goals and objectives, identifying integration requirements, ensure alignment with and across United Nations Global Frameworks and agendas, and ensure integration across UI deliverables. The outcomes will be in the form of thematic cluster and working group positions that will inform deliberations and decision making on UI deliverables within UIID stakeholder delegations, as well as the UIDP steering committee.

Each thematic cluster and the working group will be required to appoint two co-facilitators to facilitate development of cluster and working group positions, and to report back to delegations and the steering committee within the UIDP. The appointments will be required to be both gender and geographically balanced, with delegates from both the northern and southern hemispheres.

Geographic Clusters | Working Group

To facilitate systemic and integrated development and adoption of UI deliverables, six geographic regional clusters will be established within the UI Development Partnership: African Cluster, Asian Cluster, European Cluster, North American Cluster, Oceanic Cluster and the South America Cluster.

The geographic clusters will bring together the regional delegates from each delegation into regional groupings to provide expertise on the requirements and view points of regional constituencies, i.e. stakeholders from Africa, Asia, Europe, Oceania, North America and South America. Each working group will thus have 22 delegates, one from each delegation, all representing the same region. The geographic regional clusters will not replace the delegation structure, but will assist to facilitate intraregional and interregional discussions on UI Deliverables.

These regional clusters will be tasked with addressing UI deliverables from a regional perspective, and to work in collaboration with the other five geographic clusters, through a dedicated geographic working group, to approach the UI deliverables from cross-regional and systemic and integrated vantage points. In-depth discussions within the geographic clusters and the geographic working group will be aimed at establishing shared goals and objectives, identifying integration requirements across regions, ensure alignment across United Nations Global Frameworks and agendas, and ensure integration across UI deliverables.

The outcomes will be in the form of working group positions that will inform deliberations and decision making on UI deliverables within UIID stakeholder delegations, as well as the UIDP steering committee. Each geographic regional cluster and the working group will be required to appoint two co-facilitators, balanced along gender lines, to facilitate the development of positions, and to report back to delegations and the steering committee within the UIDP.

Steering Committee

The United Institutions Development Partnership Steering Committee will serve as the central decision making body in the institutional development of the United Institutions. The committee will make decisions on all key UIID deliverables, supported and guided by the UI Foundation and the UIID project team.

The committee will have 45 seats. 44 seats filled by the co-chairs of the 22 UIID Stakeholder Delegations, and one seat filled by the UI Foundation Executive Director, who will serve as the Chair of the Steering Committee. The Steering committee may establish sub-committees to address specific issues.

Steering committee decisions will be made by consensus. However, if consensus cannot be found, a simple majority vote will be accepted, in certain instances. Each committee member will have one vote, except the UI Executive Director who won't have a vote on the committee.

UIID Steering Committee members will serve as the representatives for their respective delegations and constituencies. Committee members will be required to vote on matters placed in front of the committee, based on the positions agreed upon by their delegations in advance of committee decision making processes.

The steering committee will have the following responsibilities, inter alia,

- Provide input into the UI Institutional Development and Formation process
- Select co-facilitators to lead stakeholder deliberations on individual UIID deliverables
- Decide on the modalities for stakeholder deliberations on UI deliverables
- Assist in facilitating the achievement of UI deliverables
- Deliberate, adopt and sign off on UI deliverables
- Strategic planning for UIDP and UIID Stakeholder Delegation activities
- Review and monitor the work of the UIDP and UI delegations
- Review UIID project plans managed by the UI Foundation project team
- Monitor and review project progress reports and project outcomes
- Resolve and balance priorities, potential conflicts, and risks
- Propose and address potential project and scope changes
- Providing stakeholder advice and input about project and scope changes
- Communications with UI Delegations, stakeholders and constituencies
- Consider and address issues raised by UIID Stakeholder delegations or by the UI Foundation project team
- Provide advice and input on UIID strategic planning, budgeting, communications, stakeholder relations, inter alia
- Appoint sub-committees to address specific issues, if deemed necessary

The steering committee will not have decision making authority on the following issues, inter alia,

- UI Foundation Executive Board Decisions
- UI Foundation Management and Operations
- UIID Project Management

The steering committee Terms of Reference will be established in consultation between the UI Foundation and UIID delegations, at the start of the formation phase.

The UI Foundation will serve as the secretariat for the UIDP Steering Committee. Per the UIDP Terms of Reference, previously mentioned in the UIDP section in this document, UIF administrative responsibilities will include, inter alia,

- Provide logistical and technical support, and ensure effective coordination of the work of the Steering Committee
- Provide organizational support and guidance for the delegate appointment process to the Steering Committee
- Addressing any matters raised by UI the Steering Committee including potential conflicts of interest

United Institutions Development Partnership (UIDP)

Stakeholder Constituencies | Delegations

Academic Community Aging Groups Business and Industry Children and Youth Groups Farmers and Agricultural Groups Governments	Indigenous Peoples Groups Intergovernmental Organizations LGBTI+ Groups Local Governments Multistakeholder Partnerships Networks, Alliances and Coalitions	Non-Governmental Organizations Parliaments Persons with Disabilities Groups Philanthropic Foundations Scientific and Technological Community Social Enterprises	Think Tanks Volunteer Groups Women's Groups Workers and Trade Unions
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Thematic Clusters

Climate	Humanitarian Aid	Peace and Security
Governance & Rule of Law	Human Rights	Sustainable Development

Geographic Clusters

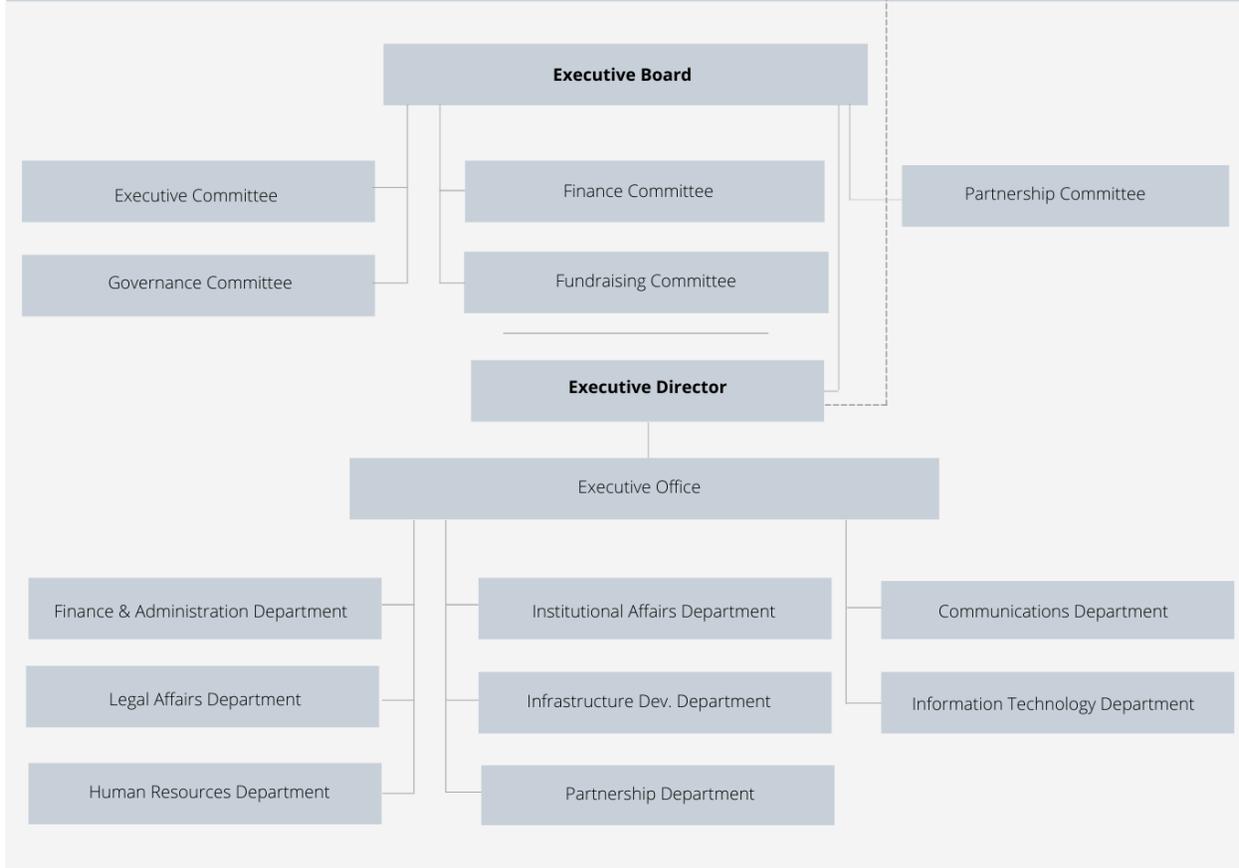
Africa	Europe	Oceania
Asia	North America	South America

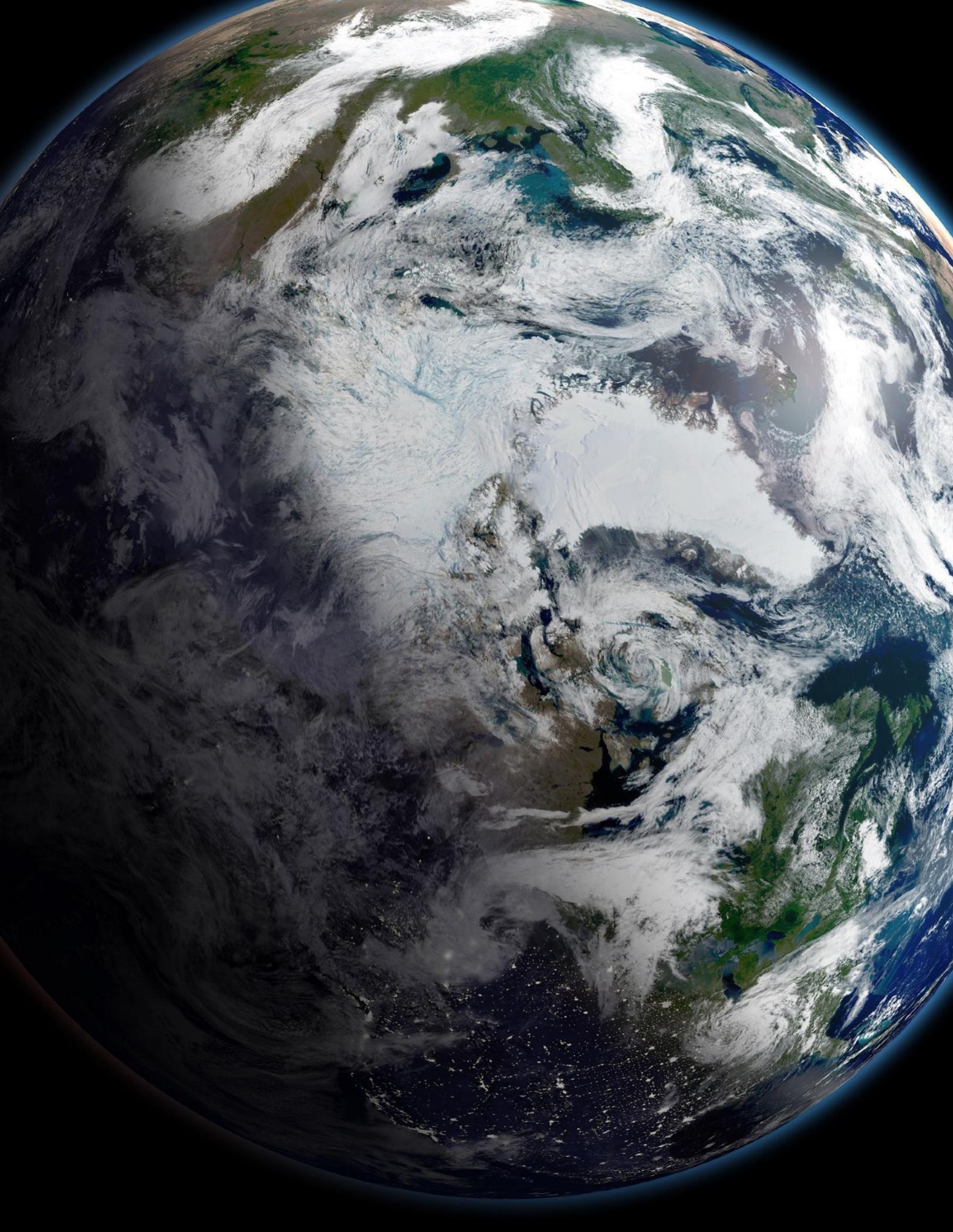
Thematic Working Group

Geographic Working Group

UIDP Steering Committee

United Institutions Foundation | UIDP Secretariat





Delegate Eligibility and Qualifications

Stakeholder constituencies will be responsible for autonomously selecting and appointing delegates to their UIID delegations. Delegate nominations can be made by all institutional members within their respective constituencies. Appointed delegates will be tasked with representing their groups as a whole, and not the individual institutions that they serve in their normal capacity.

To be appointed as a delegate, nominees need to meet both institutional and individual delegate eligibility requirements and qualifications.

Institutional Qualifications

The individual delegate is required to work for an institution that meets the following requirements:

- Mission, purposes, and scope of activity, relevant to the thematic areas of the United Institutions
- Global or regional geographical scope, engagement and membership, with deep connections to institutions at national and local levels
- Expert knowledge and competency across one or more of the following thematic areas: global governance and international cooperation; sustainable development; climate; peace and security; humanitarian assistance; and human rights; and related policies and programs, across global, regional, national and local levels
- Solid understanding of intergovernmental, intersectoral and multi-stakeholder engagement and cooperation
- Demonstrable commitment to the organizing principles of the United Institutions Institutional Development including, inter alia, the application of systemic and integrated approaches, cooperation, collective action, inclusiveness, transparency and accountability
- Recognized standing and well respected by institutions in their sector; strong relationships with institutions and different branches of their sectors; and knowledge of sector stakeholders and groupings
- Commitment to remain engaged over time
- Transparent and democratic decision making
- Democratically adopted bylaws, charter or constitution
- Existence for at least two years
- Authority to speak for its members
- A representative structure and appropriate mechanism for accountability
- Preferably in membership, observer status or consultative status with UN fora

The institutions shall further be required to have a commitment to ten principles of the UN Global Compact:

Global Compact Principles	
Principle 1	Support and respect the protection of international proclaimed human rights
Principle 2	Make sure that they are not complicit to human rights abuses
Principle 3	Uphold the freedom of association and the effective recognition of the right to collective bargaining
Principle 4	Support the elimination of all forms of force and compulsory labour
Principle 5	Support the effective abolition of child labour
Principle 6	Support the elimination of discrimination in respect to employment and occupation
Principle 7	Support a precautionary approach to environmental challenges
Principle 8	Undertake initiatives to promote greater environmental responsibility
Principle 9	Encourage the development and diffusion of environmentally friendly technologies
Principle 10	Work against corruption in all its forms, including extortion and bribery

Delegate Qualifications

The individual delegate is required to have the following qualifications:

- Senior executive and leader within their institution
- Expert knowledge, expertise, experience, and understanding across one or more of the following thematic areas: global governance and international cooperation; sustainable development; climate; peace and security; humanitarian assistance; human rights, governance and rule of law; and related policies and programs
- Solid understanding of intergovernmental, intersectoral and multi-stakeholder decision-making processes
- Knowledge of respective constituency stakeholders and groupings at global, regional, national levels
- Demonstrable commitment to the organizing principles of the United Institutions Institutional Development including, inter alia, the application of systemic and integrated approaches, cooperation, collective action, inclusiveness, transparency and accountability
- Ability to engage, collaborate and network with a broad range of constituencies, institutions, organizations, networks and sectors
- Demonstration over time of their competence and commitment to work in collaboration with other stakeholders
- Ability to participate regularly in stakeholder delegation meetings in person or via teleconference and video conferencing facilities
- Excellent diplomacy, communication, networking, facilitation and presentation skills
- Commitment and availability to be an active member of their delegation and to be proactive in facilitating the participation of members of their constituency in the UIID Development Partnership and in the work of the institutional development of the United Institutions
- Organizational means, time and responsibility to perform the required tasks unpaid, including participation in official meetings in New York
- Organizational backing and support, and a written guarantee he/she/they will be allowed to work and engage as a UIIDP Delegate during his/her/their term of office

Delegate Tenure

- The UI Foundation will have final approval of delegates
- Delegates will hold their seats for a period of two years
- Appointments can be renewed
- If an individual delegate needs to step down from their position prior to the end of their term, interlocutors will be tasked to appoint a replacement from their constituency through a democratic and transparent process
- Six months prior to the end of term for existing delegates, selected Interlocutors will be asked to undertake a new round of delegate selection
- The UI Foundation will have the authority to remove a delegate if the delegate is found in breach of the United Institutions Development Partnership's Protocol and Code of Conduct (See Annex)

Delegate Rights and Obligations

The United Institutions Foundation and the institutional development of the United Institutions are aligned with the Universal Declaration of Human Rights and committed to upholding its principles, including freedom of speech, the right to freedom of opinion and expression, and the right to freedom of peaceful assembly and association. UIF is further committed to upholding the principles of equality and of non-discrimination, regardless of race, ethnicity, gender, sexual orientation, age, language, disability, religion, political or other opinion, origin, property, birth or other status.

All stakeholders and delegates engaged in the institutional development of the United Institutions shall be bound by these principles and rights, and obligated to extend those freedoms to all other stakeholders and delegates.

These principles and rights are a part of the United Institutions Development Partnership's Protocol and Code of Conduct. (See Annex).



STAKEHOLDER ENGAGEMENT ACTIVITIES

Stakeholder engagement in the institutional development of the United Institutions includes the following activities and processes, inter alia,

UIID Stakeholder Engagement Activities
Stakeholder research, mapping, analysis, and planning
Information Disclosure and Dissemination
Consultation and Co-Creation
Monitoring and Review
Conflict Resolution and Grievance Mechanism

Stakeholder Research, Mapping and Analysis

Stakeholder relations, engagement and cooperation are central functions of the United Institutions. Stakeholder research, mapping and analysis are thus essential and integral deliverables of the development of the United Institutions.

These stakeholder engagement processes inform the rationale, mandate, goals and functions of the United Institutions, and the UI strategic and institutional frameworks; the role of the United Institutions within the international architecture; and UI relations with institutions and governance arrangements at local, national, regional and global levels.

Stakeholder research, mapping and analysis serve as the foundation for establishing knowledge and developing insight into mandates, functions, relations, policy areas, sectors, governance arrangements and institutions within the international community, at local, national, regional and global levels.

It also includes extensive research and analysis on stakeholder policies, programs, priorities, requirements, governance, collaboration, partnerships, financing, real estate and infrastructure. It also looks at challenges and opportunities facing stakeholders, individual institutions, governance structures, and sectors.

Stakeholder mapping also provides the foundation for the UIID stakeholder engagement plan and facilitates the identification and understanding of the various stakeholders of the United Institutions and the UI Institutional Development and formation process. It is also essential for the development of engagement activities with particular stakeholders groups.

These activities are employed on a continuous basis by UI development team members, throughout the development of the United Institutions to ensure that knowledge of the evolving and changing needs of stakeholders are understood and taken into consideration in the development of the UI.

UIID stakeholder research, mapping and analysis are conducted via desk study and analysis, and via direct interviews and consultations with stakeholders. It also includes engaging with stakeholders at intergovernmental, civil society and private sector conferences and meetings on the full range of policy areas across sustainable development, climate, peace and security, humanitarian assistance, human rights, governance and rule of law.

As the institutional development reaches the formation phase, stakeholder research, mapping and analysis will also include UI Foundation arranged workshops, conferences, public meetings, e-consultations and surveys, inter alia.

Information Disclosure and Dissemination

The United Institutions Foundation is committed to ensuring good governance, accountability and transparency, and meaningful and informed stakeholder involvement and participation in the development and formation of the United Institutions.

Providing relevant, accessible information to UIID stakeholders regarding the development of the United Institutions and its impacts on stakeholders is a critical component of this commitment. It is the UI Foundation’s policy to ensure that all general project information and documents are disclosed, unless there is a compelling reason for confidentiality.

Information disclosures to stakeholders engaged in the institutional development of the United Institutions, include the following, inter alia:

Information Disclosures to UI Stakeholders
Project Governance Plans and Reports
Project Management Plans and Reports
Design and Development Documentation
Risk Management
Budgetary and Financial Data
Stakeholder Engagement Plans
Stakeholder Consultation Reports
Steering Committee Meeting Notes and Decisions
Stakeholder Delegation Meeting Notes and Decisions
UIF Executive Board Meeting Notes and Decisions

Timeliness and Accessibility

UI Foundation and UIID information is required to be disclosed to stakeholders in a timely and accessible manner. Stakeholders will be granted access to information in-advance of all consultations, co-creation activities, decision making, implementation, and monitoring and review processes.

The UIID project management plan is furthermore required to identify and specify all deliverables and development activities that may have social and environmental impacts. Information regarding such cases need to be disclosed and consulted upon, with relevant stakeholder groups and the UIID Steering Committee, prior to any decision making.

All disclosed Information will be provided in a format that is accessible and understandable to relevant stakeholders. The format will be decided upon in consultation with UIDP Stakeholders Delegations and the UIDP Steering Committee during the start of the UIID formation phase.

All UIID information will be provided in English, unless translations are requested by the UIID Steering Committee, and approved by the UI Foundation.

Consultation and Co-Creation

UI institutional development stakeholders organized in UI Stakeholder Delegations within the United Institutions Development Partnership, will have a central role in the UI institutional development and formation process. Working together through an inclusive consultation and co-creation process, they will be tasked to provide input and make decisions on UIID deliverables, including, inter alia, the United Institutions’ founding documents, strategic and institutional frameworks, principles, infrastructure, functions, services, operations and programs.

Mandate and Responsibility

The consultation and co-creation process will provide stakeholders with the mandate and agency to decide on the functions and services that the United Institutions will provide, in an inclusive and democratic manner. Taking on this role and agency will come with important responsibilities. Delegates selected to participate in the UI institutional formation process will be tasked with making decisions on the UI, on behalf of, and for the benefit of, the collective requirements of all stakeholder constituencies and the international community as a whole, with a view to strengthen global governance, the international architecture, multilateralism, international cooperation, interinstitutional and intersectoral relations, the long term positioning of the various sectors, and the capacity of the international community to address global challenges and development goals, for present and future generations. Delegates will also be responsible and held accountable for ensuring that the decisions they make enable and support systemic and integrated approaches, systems change, collective outcomes, inclusion, participation, accountability, transparency, global partnership and solidarity, inter alia. To this end, stakeholders will be required to provide the rationale behind the decisions they make, to the global UI stakeholder constituency as a whole.

Level of Engagement

The level of stakeholder engagement in the UIID formation process will depend on, inter alia, the scope and nature of the each deliverable, the requirements of the deliverable, and stakeholder roles and responsibilities.

UIID stakeholder engagement is intended to achieve the following objectives, inter alia,

Engagement Levels	
Inform	Provide stakeholders with information that will enable them to understand the requirements, goals, functions, solutions, dependencies, risks and challenges related to UIID deliverables.
Consult	Solicit and obtain stakeholder requirements, input, view points, feedback, expertise and advice on UIID deliverables.
Co-creation	Collaboration among stakeholders in addressing requirements, objectives, designs, risks and constraints; devising solutions; facilitating plans; and making decisions on UIID deliverables.

Methods of Engagement

The UI Foundation is committed to ensuring consistent engagement methods in the UI Institutional Development process. Methods that will be used to engage and/or consult with stakeholders will depend on the type of UIID process and deliverable. Methods that will be employed include, inter alia,

- E-Consultations
- Interviews
- Public meetings
- Workshops
- Conferences
- Focus groups
- Written submissions by stakeholders
- Mechanisms for decision-making

The agenda, timeframe, scheduling, participants, meeting format, engagement tools, follow-up processes and documentation will be dependent on the requirements of each engagement. Stakeholder consultations will be held in-person, virtually or via online E-consultations, depending on the requirements of the task or issues being addressed.

Engagement Process

The United Institutions Foundation is responsible for overseeing, administrating and managing UI Institutional development and the project master plan, in consultation with UIID stakeholders and partners.

The foundation will work with UIDP stakeholder delegations to address and agree on the prepared project plan, the scope of UIID deliverables, business and functional requirements, roles and responsibilities, the communications plan, financial management, resource management, risk management, monitoring and review, and scheduling.

The project plan consists of UI deliverables, including UI founding documents and policies, to be addressed, crafted and adopted by UIDP stakeholder delegations and the UIDP Steering Committee. The UI foundation will be responsible for managing the meeting framework, agenda, scheduling, communications and resources for delegation and steering committee deliberations, in consultation with the UIDP Steering Committee.

UIF will further be responsible for providing, inter alia, concept notes, policy briefs, working papers, functional and business requirements, related documentation, and the initial drafts for the deliverables, that will serve as the basis for the crafting, deliberations and decision making by the UIDP Steering Committee and UIID Stakeholder Delegations.

The UI Steering Committee will be tasked with appointing two co-facilitators to chair deliberations and serve as penholders for the drafting processes for individual deliverables. The UIDP Steering Committee, delegations and co-facilitators will be supported by the UI Foundation, which will provide guidance and allocate resources to the process.

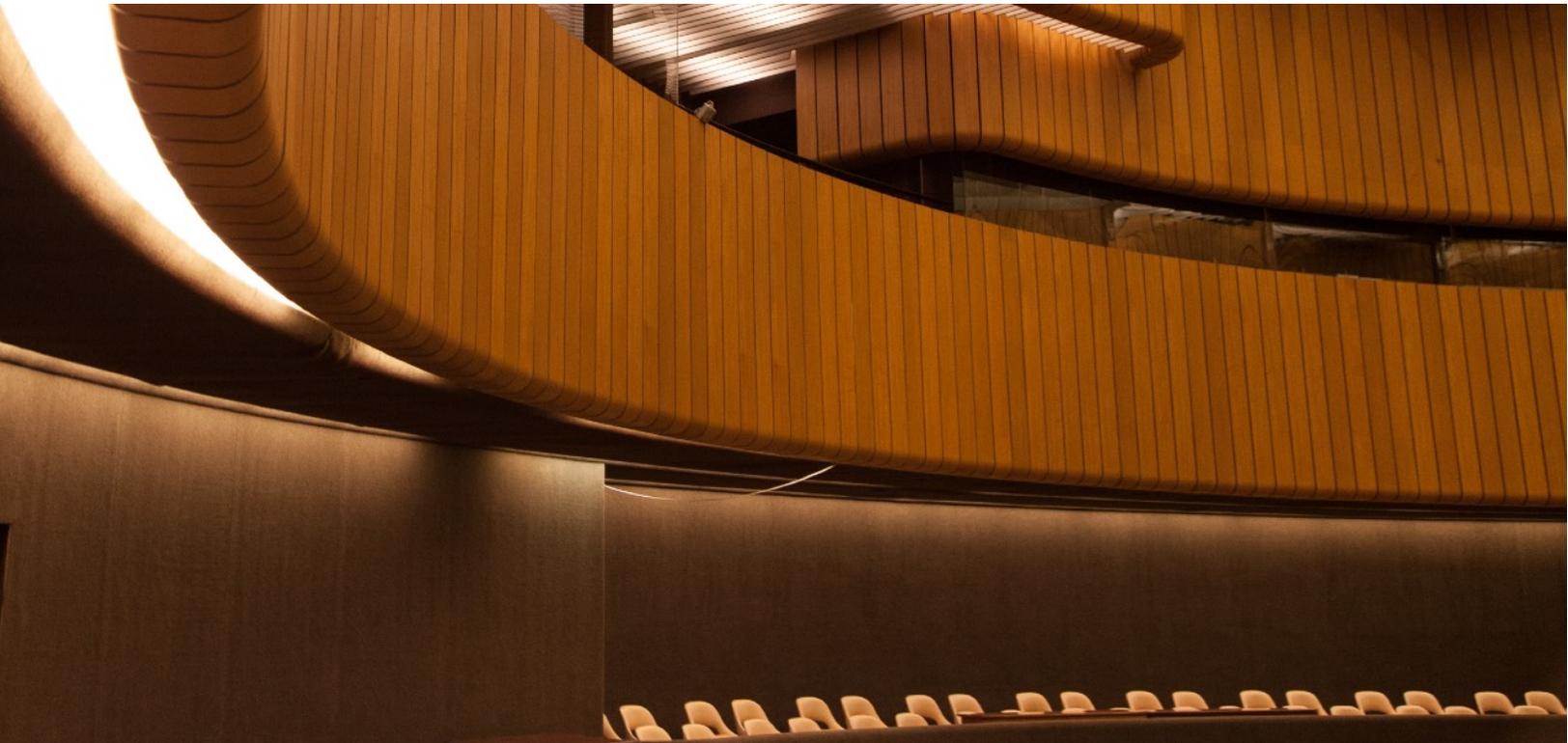


Image Credit | Tom Page | Flickr | CC BY SA 2.0

Scope of Engagement

Scope of stakeholder consultation and co-creation in the UI Institutional Development will include the institutional formation and operationalization phases, and the following UI deliverables, inter alia,

Institutional Formation	
United Institutions Charter	Program Framework
Strategic Positioning	Global Forum Framework
Strategic Framework	Financial Management Framework
Institutional Framework	Infrastructure Framework
Governance Framework	Membership Program
Stakeholder Engagement Framework	Accountability Mechanisms
Integrated Coordination Framework	Operation Framework
Partnership Agreements	UI Incorporation

Institutional Operationalization	
Governance	Infrastructure
Administration	Programmes
Finance	

Infrastructure Implementation	
Real Estate Development	Capital Master Plan
Property Management Plan	Location Selection
Leasing Program Development	Tenant Consultations
Conference Center Development	Financial Management
Architectural Design	Risk Management
Contracting	Infrastructure Management Framework
Construction and Fit Out	Governance Framework
Partnership Agreements	Internal Policies

Programme Operationalization	
Programme Platform	Membership Programme
Global Forums	Membership Accreditation and Onboarding
Integrated Coordination Mechanism	Strategic Business Services



Monitoring and Review

The UI Foundation is committed to ensuring accountability and transparency in the institutional development of the United Institutions. This commitment will include regular project reporting to UIID stakeholders for the purpose of monitoring and reviewing UIID project management, planning, implementation, financial due diligence and risk management, inter alia. The reporting schedule and related parameters will be established by UIF in consultation with UIID stakeholders and the UIID Steering Committee, during the initial stages of the UIID formation stage.

Conflict Resolution and Grievance Reporting Mechanism

The United Institutions Foundation is committed to providing a comprehensive conflict resolution and grievance reporting mechanism, in order to address potential conflicts and disputes among UI stakeholders, or with the UI Foundation, UIID partners and service providers; and to ensure that UI stakeholders are provided with the capacity to file reports and complaints with regards to UI Institutions Development process, should the need arise.

The UIID grievance mechanism will enable stakeholders to express complaints and grievances for consideration and redress. The mechanism which will be established in consultation with UI stakeholders and the UIID Steering Committee, will define the process for reporting, the grievance mechanism complaint board, how they will address grievances and how responses will be communicated, inter alia.

STAKEHOLDER RELATIONS MANAGEMENT

Stakeholders form the center of the United Institutions and the UI Institutional Development Process. Ensuring proper stakeholder relations management is a priority for the United Institution Foundation, and critical in developing and maintaining good stakeholder relations, services and communications.

Partnership Department

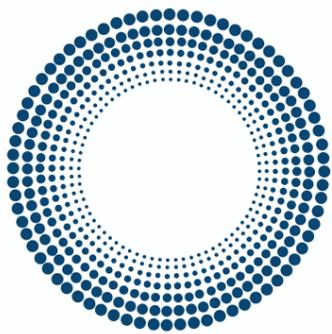
A dedicated partnership and stakeholder relations department will be responsible for constituency management and supporting stakeholder relations and engagement activities. It will provide stakeholder support services and information management services for all UIID stakeholder engagement activities. It will be responsible for ensuring consistent and seamless stakeholder engagement across UIID processes, and ensuring that stakeholder project information and data is managed, utilized and accessible in an accountable and transparent manner, adhering to regulatory requirements and best practices.

The team will further have the following responsibilities, inter alia,

- Managing the UI Development Partnership
- Managing accreditation processes and organization of stakeholders within UIDP
- Mobilizing and facilitating the active participation of stakeholders in UIDP and UIID
- Facilitating UIID project related communications with stakeholders, including via the UIDP Steering Committee
- Supporting UIDP Steering Committee processes
- Supporting UIDP Stakeholder Delegation processes
- Providing information to stakeholders on UIID developments, processes and deliberations
- Responding to individual stakeholder inquiries
- Providing advice and services to UIF departments and UIID partners with respect to engaging and working with stakeholders in the UIID process

Stakeholder Communications

The institutional development of the United Institutions requires close and extensive communications with and among stakeholders and constituents. To support effective communications and information management, the UI Foundation will provide a communications guideline for all UIID stakeholders. It will further support stakeholders with dedicated information management practices and tools including dedicated scheduling services, document repositories, websites/pages, online forums, regular project updates, and access to UIID contact information, inter alia.



UNITED INSTITUTIONS

INSTITUTIONAL DEVELOPMENT
STAKEHOLDER ENGAGEMENT FRAMEWORK

3 | ANNEX

PROTOCOL AND CODE OF CONDUCT

Members of UIID Stakeholder Delegations are expected to adhere to the following code of conduct*

- The United Institutions Foundation and the institutional development of the United Institutions are aligned with the Universal Declaration of Human Rights and committed to upholding its principles, including freedom of speech, the right to freedom of opinion and expression, and the right to freedom of peaceful assembly and association. UIF is further committed to upholding the principles of equality and of non-discrimination, regardless of race, ethnicity, gender, sexual orientation, age, language, disability, religion, political or other opinion, origin, property, birth or other status. All stakeholders and delegates engaged in the institutional development of the United Institutions shall be bound by these principles and rights, and obligated to extend those freedoms to all other stakeholders and delegates.
- Delegates shall be considered delegates to the United Institutions Development Partnership in the development of the United Institutions.
- Delegates shall not be considered staff members, consultants or agents of the UI Foundation, the United Institutions, or the United Institutions Development Partnership.
- Delegates shall be entitled to introduce themselves, act, and speak on behalf of their delegations according to the TOR and rules for their respective delegations.
- Delegates shall not be entitled to act or speak on behalf of other delegations and constituencies, unless agreements to this end have been established, documented and communicated to the UIID Steering Committee as well as the UI Foundation.
- Delegates shall not be entitled to introduce themselves, act or speak on behalf of the UI Foundation, the United Institutions, or the United Institutions Development Partnership.
- Delegates are expected to always present their institutional affiliation, and clearly indicate that they represent their intended constituency to UIDP.
- No institution, stakeholder or individual is authorized to use the UIF, UIDP or UI names or logos without prior written approval of UIF.
- Delegates shall only use the United Institutions, UI Foundation and UI Development Partnership names, logos and emblems with prior express and written consent of the UI Foundation, in line with UI Foundation's policy on the use of these names, emblems and logos. Under no circumstances will the UI, UIF or UIDP name, emblem, logo, or any abbreviation thereof, be granted for commercial purposes or for personal use.
- Delegates should not expect to receive any funding or remuneration either in cash or in kind from UI, UIF, UIDP, nor should they represent to anyone that they receive any kind of funding or remuneration by virtue of being a UIDP Stakeholder Delegate.
- In its cooperation with UIDP Stakeholder Delegations, in particular in the context of the Institutional Development of the United Institutions, UIF and UIDP will strive to involve UI Stakeholder Delegations. However, UI, UIF and UIDP do not oblige themselves to work exclusively through the UIDP Stakeholder Delegations in all its work in the development of the United Institutions. If deemed necessary, the UI Foundation reserves the right to directly approach interlocutors such as the UN Major groups and other institutions. At the same time delegates are not obliged to work exclusively through the UI Stakeholder Delegations should they want to communicate with the UI Foundation in matters relating to the development of the United Institutions.

* The UIID Stakeholder Engagement Code of Conduct, is guided by, based on, and is aligned with standards as well as language set out in the United Nations code of conduct, as well as the United Nations Environment Program Code of Conduct for the UN Environment Assembly.

