

**UNITED**  
INSTITUTIONS

INSTITUTIONAL DEVELOPMENT

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**STRATEGIC OVERVIEW**

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### **Title**

United Institutions | Institutional Development Strategic Overview

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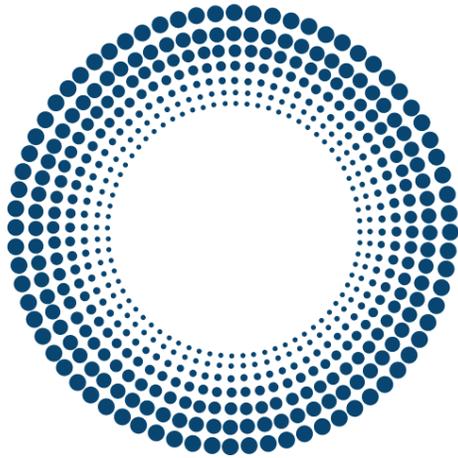
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## DISCLAIMER

The United Institutions Foundation is an independent non-profit organizations 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



## 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, the adoption of new global agendas, and 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 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
- Securing and strengthening civic space
- 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
- Governmental Institutions
- Bilateral Agencies
- Local Authorities
- Governance Mechanisms
- Parliamentary Institutions
- 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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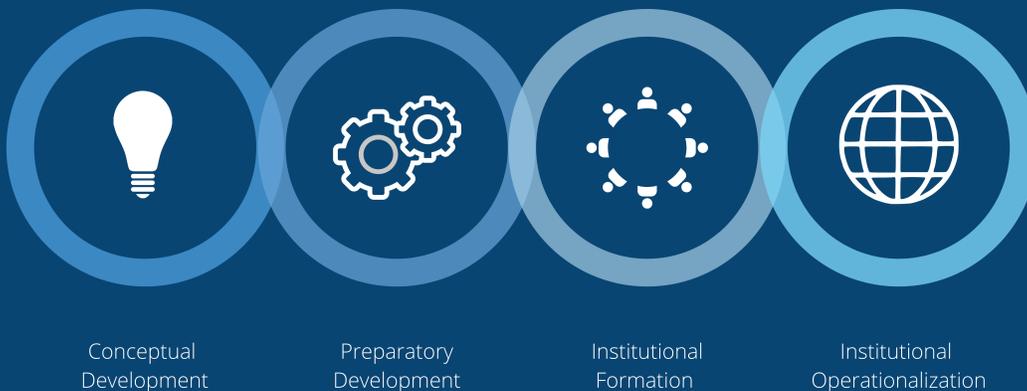


## INSTITUTIONAL DEVELOPMENT

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 (PGSC) 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 2023 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 2018-2021 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 be responsible for oversight, and 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 the UI Institutional Development Stakeholder Engagement Framework.

## **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 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

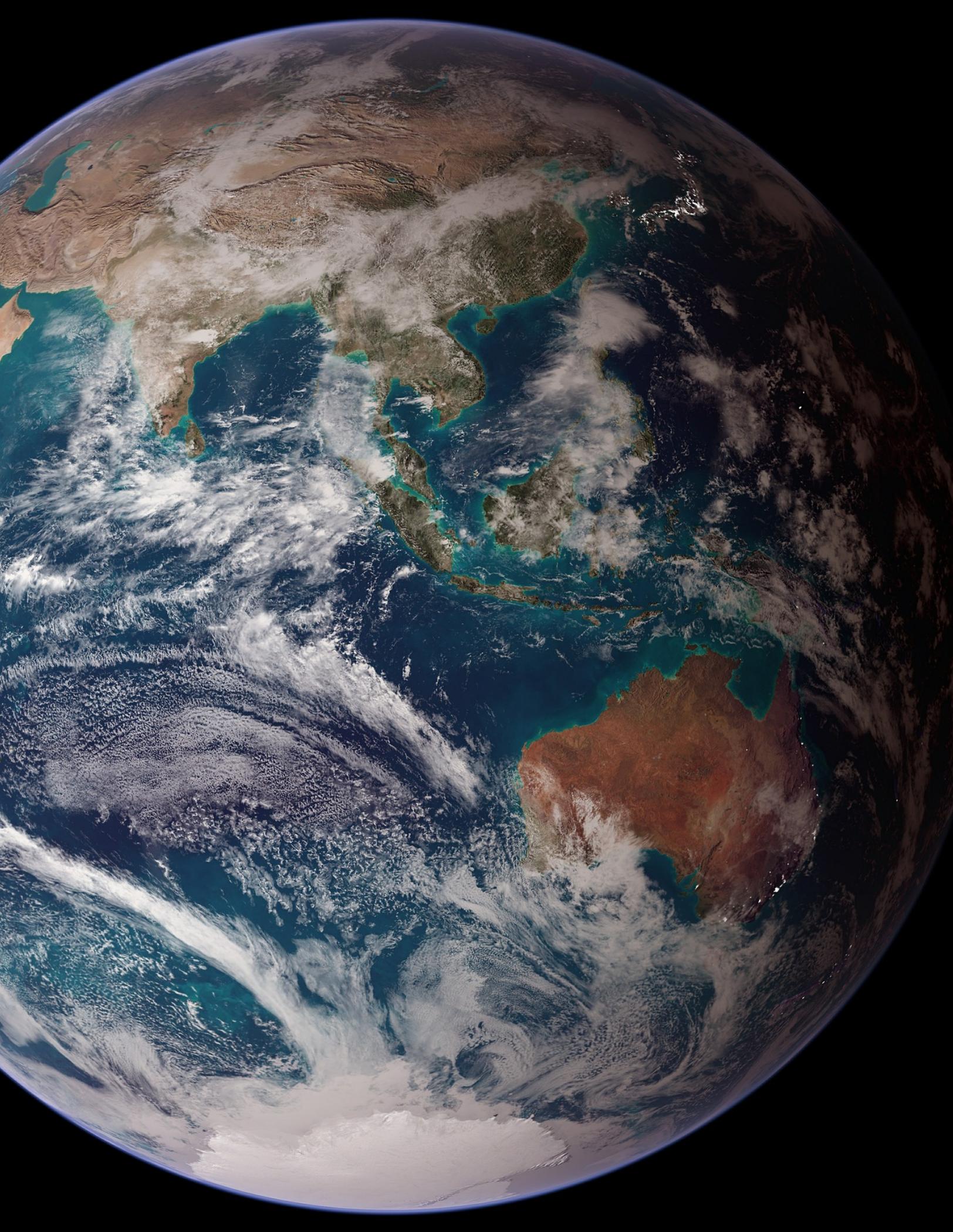
Financial deliverables will include, inter alia, the implementation of the UI capital campaign, the UI membership financial assessments programme; the establishment of the UI endowment, and the implementation of financial business incentives from New York State and City governments, and NY economic development 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 General Assembly, 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	Founder	Directors	Current Affiliation	Former Affiliations   Positions
Stirling Dean	Yes	Chair	United Institutions Foundation	UN, UNDESA, UNDP, UNICEF
Ulf Ottoson	Yes	Vice-Chair	UN Environment Programme	European Commission, Swedish Government, Swedish Foreign Ministry, Swedish UN Mission
Kirsten Sharett	Yes	Treasurer	United Institutions Foundation	Salomon Brothers, Bankers Trust
Jens Tellefsen	Yes		Orbital Insights	UNICEF, GEF, McKinsey
Quentin Dean	Yes	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.

