VISION STATEMENT

T IS a great honor to be a candidate for the ninth Secretary-General of the United Nations.

This is a defining time for the world, which is in the midst of a profound transformation—unprecedented in scale, scope, and pace. Whilst it is becoming more interdependent, multipolar, and globalized, it is also burdened by growing geopolitical frictions and an erosion of confidence in the international system.

Ensuring peace, stability, and continued human progress under such conditions will require new global strategies and solutions, as well as far more intense international cooperation. Ad hoc pluralism, voluntarism, and informal networks—however well intentioned— cannot be substitutes for concerted, robust, and inclusive multilateralism in the 21st century.

At the center of this generational task must stand the UN: the Organization uniquely endowed with comprehensive legitimacy and universal membership.

I am proud to present a detailed policy platform for my candidacy, containing 53 specific and concrete commitments that I intend to implement from Day One. It is organized into five chapters: Sustainable Development; Climate Change; Conflict Prevention and Peace Operations; Human Rights and Humanitarian Relief; and United Nations Revitalization.

This Vision Statement features a roadmap for action, based on the commitments that the platform sets out in detail.

LAST year, under the auspices of the UN, world leaders resolutely stepped forth to embrace a new form of cooperation on a planetary scale. They endorsed a holistic, bold, and universal framework for achieving sustainable development, so that extreme poverty is eliminated; economic growth widespread; inequality within and between nations reduced; and the Earth protected from human-induced degradation and climate change. At the start of my term as President of the 67th Session of the General Assembly, I was given the privilege to launch the historic negotiations that led to the adoption of the 2030 Agenda.

The pledge to "leave no one behind" and assure sustainable development in less than two decades will not be accomplished by inertia or automation. This is an existential task for our generation: to bring to life last year's historic agreements. Restating fidelity to the Sustainable Development Goals does not equate to action. Such a comprehensive undertaking will necessitate a coordinated, multilateral, inclusive, goal-oriented, and solutions-driven global campaign, guided by the ninth Secretary-General.

PLACE SUSTAINABLE DEVELOPMENT AND CONTROL OF CLIMATE CHANGE AT CENTER OF UN WORK. The Secretary-General will be the foremost advocate of the 2030 Agenda, including its climate provisions, and will direct the UN System to prioritize work on this core issue. The Secretary-General will work relentlessly with Heads of State and Government to assist them in achieving their Nationally-Determined Contributions to fight climate change.

THE ninth Secretary-General will take office at a time of renewed geopolitical tensions and pervasive instability. By historical standards, many parts of the world remain remarkably peaceful. Yet endemic violence across the Middle East and recurrent conflicts in parts of Africa and beyond must be decisively addressed in the face of present ethnic, tribal, and sectarian grievances.

The world still faces the danger of nuclear weapons and their proliferation, as well as a range of new security threats. These include the upsurge of terrorism and violent extremism perpetrated by non-state actors that reject all common civilizational norms, but also an emergence of non-conventional forms of warfare such as cyber. These are gravely testing the UN's capacity for conflict prevention, mediation, peacemaking, peacekeeping, and peacebuilding.

INITIATE NEW GENERATION OF UN STABILIZATION MISSIONS. In consultation with, and subject to the approval of, the Security Council and contributing countries, the Secretary-General will develop a framework for a new generation of UN stabilization missions, with a particular focus on the Middle East and North Africa. Such missions would have more robust rules of engagement; better equipment and combat logistics; a strong civilian component; and streamlined procedures to rapidly recruit qualified personnel.

ENHANCE AFRICAN UNION'S SECURITY RESPONSIBILITIES. The Secretary-General will develop—in consultation with, and subject to the approval of, the Security Council and the AU—a five-year plan to consolidate the UN's contribution to peace in Africa and transition a range of security responsibilities to the AU and sub-regional organizations. Key elements would include boosting the AU's political, civilian, and military capacities; undertaking a phased transition of responsibilities to African leadership in existing UN missions; building joint UN-AU capabilities to react to upsurges in violence; and sharing best practices to achieve the highest standards of force discipline and human rights protection. ENHANCE UN COUNTER-TERRORISM CAPACITY. The Secretary-General will deploy teams of qualified advisers to help Member States, at their invitation, counter terrorism and violent extremism whilst respecting human rights and upholding rule of law. The Secretary-General will also set up a Working Group on Terrorism, Extremism, Information, and Technology to propose strategies to effectively counter the propaganda efforts of terrorists and violent extremists, in addition to starting a program to develop responses to nonconventional security threats. The Secretary-General will advocate strengthening the international regime against the proliferation of weapons of mass destruction, including nuclear arms.

THE UN has long stood at the vanguard of promoting human rights worldwide, from the adoption of the UN Declaration of Human Rights to the endorsement of the Responsibility to Protect. But the cry of "Never Again," and the imperative to eliminate the scourge of genocide, has yet to be fully assured. The UN human-rights machinery is today chronically under-resourced, and the gap between the commitments made by Member States under international treaties and their implementation in practice remains large. The UN must reinvigorate its efforts to promote and protect human rights, as well as its early warning systems for preventing genocide and other mass atrocity crimes.

For decades, the UN has worked to alleviate the plight of refugees, displaced persons, and other populations affected by inter-state conflict, civil war, pandemics, famine, floods, hurricanes, and other human-induced and natural disasters and catastrophes. Yet its current capacity to provide humanitarian relief, support, and assistance in the face of recent crises has proven to be inadequate. The ninth Secretary-General will have to act decisively in mobilizing sufficient resources on the part of the UN System to provide humanitarian assistance to affected populations around the world.

CHAMPION HUMAN RIGHTS AND PRIORITIZE GENOCIDE PREVENTION. The Secretary-General will strongly advocate for greater human rights protection around the world, as a core UN purpose. In addition, the Secretary-General will work with the General Assembly, Member States, and external donors to increase the overall budget of the Office of the UN High Commissioner for Human Rights by 50 percent on a sustainable basis. The Secretary-General will also create and chair an Interagency Task Force on the Prevention of Genocide and Other Mass Atrocities to ensure that the atrocity prevention work being carried out by different parts of the UN System leads to more effective results.

STRENGTHEN UN HUMANITARIAN RESPONSE CAPACITY, IN PARTICULAR FOR REFUGEES AND OTHER DISPLACED **PERSONS.** The Secretary-General will strongly campaign for more resources and more effective responses to humanitarian crises by prioritizing better coordination of humanitarian relief, support, and assistance to refugees, asylum seekers, and other displaced persons around the world, as well as to populations affected by pandemics. famine, floods, hurricanes, and other human-induced and natural disasters and catastrophes. In addition, the Secretary-General will appoint a high-profile Emergency Relief Coordinator and a new high-level Special Envoy who will be tasked with mobilizing resources to address funding and organizational shortfalls, with an emphasis on Middle Eastern and African refugee crises as well as disaster relief.

THE UN is mandated to mobilize and coordinate the delivery of global public goods on behalf of the 193 sovereign states. However, there is mounting criticism that the UN System is underperforming and contains too many moving parts; that the Organization has failed to modernize and adapt; that its effectiveness has diminished as the world changes at a faster pace than the UN itself; that its recruitment and personnel policies do not meet present needs; and that a status quo approach by the Organization will make it unfit for purpose in the 21^{st} century.

While the UN remains a depository of grand and enduring ideas, and its people include extraordinary and dedicated individuals from all corners of the globe, the Organization's many accomplishments are in danger of being overshadowed by a sense of stagnation, disillusion, and failure.

Trust in the UN and its credibility must be enhanced. Realistic measures must be undertaken to reform the UN Secretariat, paying particular attention to the achievement of gender parity and balanced regional representation. As part of the reform effort, the ninth Secretary-General will need to energize global public opinion through innovative communication strategies. This person will also need to prioritize the Organization's stronger engagement with youth, which represents more than 40 percent of the world's population.

REVITALIZE UN SECRETARIAT. The Secretary-General will ensure better value for money; strengthen the Office of Internal Oversight Services; relentlessly fight to eradicate corruption, fraud, and abuse; protect internal whistleblowers; require financial disclosures for all applicable staff and nominees for high-level appointments; create an annual unified and transparent UN budget overview; and demand greater public access to all relevant budgetary documentation.

ACHIEVE GENDER PARITY IN SENIOR UN APPOINTMENTS FROM DAY ONE. From Day One, the Secretary-General will appoint qualified women to 50 percent of UN Under-Secretary-General or equivalent positions, achieve gender parity in appointments for SRSG/DSRSDs and UN Resident Coordinators, and establish better recruitment policies for exceptional individuals worldwide.

REINVENT PUBLIC OUTREACH, COMMUNICATION, AND YOUTH ENGAGEMENT STRATEGIES. A revamped media and communication strategy will be devised to enhance the global visibility and understanding of UN activities. This strategy will also encompass effective utilization of all media, including regular real-time social media dialogue with diverse global constituencies. The Secretary-General will vigorously engage with youth and make more programs available for young professionals to interact with, learn from, and contribute to the UN.

THE ninth Secretary-General of the United Nations has to be an individual who is steadfastly determined to advance the common interests and progressive hopes of humanity. This person must be fully committed to responsible global leadership and the purposes and principles of the UN Charter.

The ninth Secretary-General should not only be an experienced and hard-working global diplomat, but also have a deep sense of moral purpose and flawless integrity. Lastly, this person must enjoy the confidence of both developed and developing countries, have the ability to bridge the world's divides, and effectively speak on behalf of all—irrespective of gender, race, creed, color, or nationality. I seek the support of Member States guided by three overarching convictions: *first*, that ensuring more robust multilateralism represents the strongest safety-net against the global perils we face in our times; *second*, that a revitalized UN should be the centerpiece of global governance; and, *third*, that UN existing resources must be used more efficiently so that the Organization can deliver the results demanded by its membership and the international community at large.

The UN must be reinvigorated in order to remain what its far-sighted founders intended: the world's premier venue in which Member States coalesce around a common agenda for global progress. And it must strive to recapture the imagination of humanity.

S HOULD I be accorded the honor to serve as the ninth Secretary-General of the United Nations, I will endeavor to implement from Day One the 53 specific and concrete commitments contained in the platform that I respectfully submit to the Member States and the general public. I am doing this in accordance with the principles of openness, transparency, and inclusivity that the Presidents of the General Assembly and Security Council have announced should characterize the selection process for this critically important post.