



I am grateful for the opportunity to share with Member States my vision statement as a candidate for the position of the Secretary-General of the United Nations from 2022 to 2026. It has been a profound privilege to serve as Secretary-General since 2017.

There is no doubt that the challenges we face a pandemic that has brought the world to its knees; climate change on the cusp of the point of no return; biodiversity regressing dramatically; pollution levels reaching fatal highs, including in oceans; geostrategic divides and dysfunctional power relations; complex wars with no end in sight, frequently associated with the spread of terrorism; destabilizing, skyrocketing inequalities, notably for women and girls and the poor; the struggle for gender equality facing major pushbacks; inequities increasing, especially for lower and middle-income countries, and within societies everywhere; the shadowy side of an increasingly unhinged digital world; an eroding nuclear disarmament regime; unprecedented humanitarian and human rights crises; the prospect of famine rising exponentially; record numbers of refugees and the forcibly displaced. The Global South, women and minority groups in particular have been disproportionately affected by these developments.

The complexity, human toll and dramatic pace of these challenges and our faltering response to them expose a deep fragility in our world. Governance at all levels has become more

a heightened sense of unfairness and a rise in populism and inward-looking nationalist

solutions and conspiracy theories. We have seen a growing disconnect between people and the institutions that were supposed to serve them, manifested, for instance, in an increase in social movements and protests against governance structures. No part of the world has been spared this uptick in popular discontent.

We also cannot ignore the fact that, while it has transformed our world for the better in many ways, the technology revolution has a shadow side that has contributed in no small measure to the disquiet on display. We are in

one of the most important transformational moments in recent history — the fourth industrial revolution. Large technology companies have emerged as geopolitical actors. Serious concern exists about the destructive potential

demographic shifts are under way, as is rapid urbanization. These developments have changed how we live, how we work, how we eat, how we think and how we interact with each other.

In the midst of all this, international cooperation has been put to the test as seldom before. The purpose of multilateralism has been questioned and even undermined by some in positions of power. Solutions to shared problems have proved more elusive in the context of fragmented geopolitical power dynamics and emerging powerful non-state actors. There has been deep questioning of how we share our societies and this fragile planet, of the fundamental ties and trust that connect us, how we engage with those who disagree, feel hard done by or excluded, how we take account of future generations at different levels of governance.

international cooperation is more necessary

achieve. It has been embraced more often in the breach than in reality. Or cosmetically but without the deep will and resolve needed collectively to make a meaningful difference.

People have had enough of this half-heartedness, of this short-sightedness. People

time in our lifetime, the pandemic has had the effect of making all people around the world feel vulnerable at the same time, creating a strong sense of inter-connectedness. They are demanding leadership that rises to this challenge. We are seeing an overwhelming public appetite around the world for more, and more effective international cooperation.

Women and young people in particular have made that case. Some of the most negative trends of the recent past are starting to be reversed. There is a genuine sense of hope in the air.

Increasingly, the realization is setting in that the aforementioned paradox — if left to fester — could actually end life as we know it. The climate emergency and COVID-19 have exposed the

States also have the blueprints for a better world. The UN Charter itself, the Universal Declaration of Human Rights, the Paris Agreement on Climate Change and the Sustainable Development Goals represent *the* comprehensive global plan for peace and security, mutual trust, equality and equity. In addition, 75 years of resolutions and agreements represent a crucial heritage, an *acquis* painstakingly developed over decades. We can and must build on them, strengthen and redouble our efforts to implement them with full determination. Indeed, if we had lived up to the promises we have already made, we would not be looking over the precipice.

But the world has also changed beyond recognition over 75 years, creating new needs and gaps. And so, while the fundamental values and principles of the UN endure, in some areas we will need new agreements — for

cial intelligence and other frontier issues.

And in a world on a precipice, we must combine the best of our past achievements with the most creative and adaptable look to the future. It is vital for the world to come together and develop a new social contract, including with future generations, and a new global deal. It has been said that we may have reached a new “San Francisco moment”

The climate emergency in particular is the

world, in particular young people, have woken up to this reality, demanding urgent action and a fundamental reorientation of all aspects of life and our relationship with the environment. Some of my most memorable moments during my tenure were my visit to Small Island

them already now, as well as listening intently to young people about their fears and hopes during the Youth Summit which I convened in September 2019 ahead of the Climate Summit.

It is abundantly clear that we need an urgent, all-out effort to turn things around. This must be the top priority for everyone everywhere, necessitating climate action, the protection of biodiversity, forests, oceans, maritime environments and, importantly, cutting global greenhouse gas emissions in order to reach net zero by mid-century. In order to reach the latter goal, massive investment is also necessary in adaptation and

work for all, including through the full implementation of the commitments made in Paris.

Building on this year's important events and the growing global coalition for carbon neutrality, I see the role of the Secretary-General to ring the alarm bell, propose solutions and sustain urgent action on the macro-planetary level for years to come. In this context,

The vision and promise of the UN is that food, health care, water and sanitation, education, decent work and social security are not commodities for sale to those who can afford them, but basic human rights to which

always be bettering the lives of people and communities. Our Charter begins with “we the peoples”

of the human person. This is what needs to motivate any governance system, and importantly our peace, development, humanitarian and human rights work. Nowhere else is this more apparent than in the humanitarian work of the UN of which we should all be very proud. Humanitarian needs

pandemic being the main drivers. We will need to meet these needs and constantly ensure the safeguarding of the humanitarian space.

Focusing on people is also about listening to and engaging people in all that we do. To that end, we initiated a global listening exercise to mark the UN’s 75th anniversary — representing

Second World War. It would also be a fatal denial of the interconnectedness of life.

Responding to the mandate given by the General Assembly in the UN75 Declaration, I will present a report in September 2021 on how to advance “our common agenda” to address present and future challenges. This report is meant to be a contribution for multilateralism to adapt to the threats, challenges and opportunities of the 21st century. This would mean a networked multilateralism that links global institutions across sectors and geographies, and an inclu



- **STRATEGIC FORESIGHT** – engaging in strategic foresight, linking up with other entities around the world and feeding it into anticipatory action and preparedness.
- **PERFORMANCE AND RESULTS ORIENTATION** – focusing on delivery and measuring the success of our work, learning lessons from what has not worked and be driven by impact.
- **WORK CULTURE** – simplifying and reducing unnecessary bureaucratic processes and fostering a work culture of collaboration.

governmental organs to the needs and realities of today, I would stand ready to provide the necessary support.

Rekindling shared commitment to our enduring values

The fundamental values of the UN are enduring and embedded in its Charter. They are not the preserve of any region. Indeed, they are found