

# ONE HUMANITY

*Geopolitics and the New World Order*



**ALEXANDRE CALDAS**

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*This book is dedicated to my sons Henrique and Duarte, as standing for the future generations, born in the XXI century and living in the third millenium.*

# Acknowledgements

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Most of this book was written in the margins of river Hudson in New York City, from the 9 July 2025 until the end of February 2026, in the “city of possibilities”, the world capital for diplomacy, and the world hub for financing, power, influence and development, as I call it.

This was after my almost a decade *tenure* as Director of the United Nations, with the United Nations Environment Programme (UNEP), headquartered in Nairobi, Kenya and chairing the ECOSOC UN Geospatial Network, headquartered in New York, across more than 45 Agencies, Funds and Programmes across the 5 pillars of peace and security, humanitarian action, sustainable development, international rule of law and human rights. A word of acknowledgement to colleagues at the UN system and most fundamentally to the thousands of people, and hundreds of places in our planet which enriched my vision for “One Humanity”.

I acknowledge the life impact which created my “DNA for Humanity” and the vision in which I will forever live on the shoulders of my grandparents, Antónia and Maria Branca, Abílio and Hernâni, who coming from the far east in Goa, India in Asia, to the eastern coast of Africa in Mozambique, and the historical city of Santarem and the Mountains in Beira from the Europe, Portugal, have created in me a tissue of “One Humanity” and *imprint* for Humanity.

Before getting into printing, I discussed many of these ideas around “One Humanity” in the University of Oxford, and the Oxford Internet Institute, which I briefly visited on the 4-5 March 2026 with my forever mentor Professor William H. Dutton. And the participants at the Gresham College Lecture, on the 5<sup>th</sup> of March in London. Finally, the 237 Assembly of Researchers at the “Centro de Investigação Professor Doutor Joaquim Veríssimo Serrão”, in Santarem. A special word of thanks for all the participants in this memorable session on the 26<sup>th</sup> of March 2026 and acknowledge to more than 37 years of scholarship with forever mentor and Director of the CIJVS, Professor Martinho Vicente Rodrigues.

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A final acknowledgment to the editor of this book, and their extraordinary staff, at the Center for History and Science, Centro de Investigação Professor Doutor Joaquim Veríssimo Serrão (CIJVS) in Santarem. Only this knowledge center, with a community of more than 1200 researchers in 35 countries worldwide, could be the place for Edition of “One Humanity. Geopolitics and the New World Order”, the *fabric* and provocative *architecture* for the future of Humanity.

## Note from the Author

This book is born from a simple but urgent conviction: **humanity has outgrown the *frameworks and architectures* through which it governs itself.**

We live in a world of extraordinary interdependence. Conflicts, climate disruption, pandemics, technological acceleration, geopolitical fragmentation, and widening inequality now interact as *systemic risks*. Yet our political, diplomatic, and institutional architectures remain largely anchored in assumptions forged in another century — an era when power was hierarchical, threats were compartmentalized, and time horizons were short.

Our times, due to technological and digital revolutions, due to media and information as well as economic globalization and finally global transports and communication networks, are also the first ever in the millennia history of civilizations, when Humanity has the opportunity to have a “globalized” *conscience*, which unites 8 billion People, more than 200 Places (countries and territories) and 1 Planet.

This book looks at Humanity in *long curves* of history and future. It is not possible to analyze “the new world order” if one does not go back to the beginning of the XX century (1900s), traverses the two world wars (1914-1918 and 1939-1945) and understands the evolution since after. Of the 80 years since 1945 and naturally there is no “new world order” if one does not understand the short-term transition until 2025-2030, the medium-term *tectonics adjustments* from 2030 until 2050 and the final evolution into the end of the XXI century, the “stabilization” of the new world order into the 2100s.

*One Humanity* is not a manifesto against nations, sovereignty, or diversity. On the contrary, it is a **call to elevate global**

**cooperation without erasing or even diluting differences** — to recognize that sovereignty and solidarity are no longer opposites, but essential conditions for mutual survival.

The essays gathered in this volume were written independently, across different moments and contexts. Yet together they reveal a single, consistent thesis: **the future world order will be *architected* not by domination or deterrence alone, but by our capacity to organize cooperation at planetary scale — ethically, inclusively, and with courage.**

This book proposes:

- A re-centering of geopolitics around **human dignity and vulnerability**, not only power.
- A transition from reactive multilateralism to **preventive, resilience-based global governance.**
- A new diplomacy—*One Humanity diplomacy*—capable of operating in a multipolar world without collapsing into zero-sum rivalry.
- Concrete instruments: a One Humanity Index, a One Humanity Fund, and a blueprint for UN reinvention—moving from rhetoric to delivery.

Above all, this book is an invitation. An invitation to leaders, institutions, and citizens to imagine a world order that measures success not by who prevails, but by **how many are protected, empowered, and included.**

One Planet.

One People.

**One Humanity.**

## **Preface**



## **Executive Preface**

The world is entering an era defined by systemic risk. Climate change, geopolitical rivalry, pandemics, technological disruption, debt crises, and inequality now interact in ways that no nation can manage alone. Yet global governance remains fragmented, reactive, and misaligned with humanity's most urgent needs.

*One Humanity: Geopolitics and a New World Order* responds to this reality with a clear proposition: global order must be redesigned around human dignity, vulnerability, and shared survival.

This book introduces an integrated framework that combines a people-centered geopolitical vision, a measurable One Humanity Index, innovative financing through the One Humanity Fund, a blueprint for United Nations reinvention, and a new paradigm of diplomacy adapted to a multipolar world

Rather than treating peace, development, climate, and security as separate silos, *One Humanity* advances a coherent architecture of cooperation — anchored in prevention, resilience, equity, and long-term equilibrium.

This is not a theoretical exercise. It is a practical roadmap for leaders, institutions, and partners seeking to restore legitimacy, effectiveness, and trust in global governance.

The future will not be secured by power alone. It will be secured by our capacity to act together, in time, and at scale—for the shared future of humanity.

## **Introduction: Geopolitics, Humanity, and the Architecture of the Future**

### **Why This Book, Why Now**

Eighty years after the founding of the United Nations, the international system stands at a civilizational inflection point. Conflict is resurging, climate instability is accelerating, trust in institutions is eroding, and technological power is advancing faster than ethical governance. The poorest nations and Small Island Developing States — those least responsible for global crises — remain the most exposed to their consequences.

This book begins from a hard truth:

the crisis of global order is not a crisis of ideas, mandates, or data (information) - but a crisis of focus, prioritization, and moral courage.

*One Humanity* brings together nine interrelated contributions that collectively argue for a new world order architecture — rooted in people, planet, peace, prosperity, and partnership.

## Structure of the Book

### Chapter 1 – Geopolitics and the Future of Humanity

This opening chapter examines the competing geopolitical visions of the United States and China and their implications for the future world order. While each presents a coherent strategy, both remain insufficiently aligned with the needs of the Global South, the poorest nations, and humanity as a whole. The chapter introduces a **One Humanity framework architecture**, grounded in cooperative Nash-equilibrium logic — moving beyond zero-sum rivalry toward shared risk reduction and collective prosperity.

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### Chapter 2 – The Future Development Goals and the One Humanity Index

Here, the book proposes a successor framework to the Sustainable Development Goals – SDGs, approved for the period 2015-2030: the **Future Development Goals (FDGs)**, operationalized through a **One Humanity Index**. This simplified index measures progress across 25 humanity challenges and 5 (five) integrated pillars—People, Planet, Peace, Prosperity, Partnership offering a real-time, accountable, impact scorecard for global and national action.

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### Chapter 3 – Science, Time, and Cooperative Equilibrium

This chapter introduces **time** as a strategic variable in global governance. Drawing on systems thinking and Nash-equilibrium models, it argues that sustainable international cooperation requires *long-term horizons*, adaptive governance, and dynamic balance

between interests — particularly in international partnerships and technological governance.

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#### **Chapter 4 – The United Nations Humanity Needs**

An evidence-based, Key Performance Indicators (KPI)-driven assessment of UN mandates from 1945 to 2025, this chapter concludes that the UN has remained normatively relevant but operationally misaligned with humanity’s most urgent needs — especially for the poorest nations and SIDS. The analysis calls for a **doctrinal shift from equality of process to equity of outcomes**.

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#### **Chapter 5 – Blueprint for UN Reinvention**

Moving from the above assessment and diagnosis to design and action, this chapter presents a concrete roadmap for transforming the UN into a **One UN for One Humanity on One Planet**. It proposes institutional clustering, digital transformation, priority to the poorest nations and SIDS, governance reform, and outcome-based accountability to restore legitimacy, efficiency, and impact between 2025 and 2030.

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#### **Chapter 6 – One Humanity Diplomacy**

This chapter articulates a new diplomatic paradigm designed for a multipolar world. One Humanity diplomacy prioritizes unity over

division, justice over dominance, and long-term equilibrium over short-term gains - placing the most fragile nations at the center of global affairs.

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### **Chapter 7 – The Art and Craft of Diplomacy**

A reflective contribution on the skills needed from diplomats in the 21st century—resilience, tact, curiosity, courage—this chapter bridges classical diplomatic wisdom with the demands of the digital and information age, building *a new narrative for diplomacy*.

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### **Chapter 8 – The One Humanity Fund**

This chapter introduces a multi-trillion-dollar development resilience financing architecture instrument designed to break the disaster-poverty trap. Through innovative leverage mechanisms blended finance, the One Humanity Fund operationalizes solidarity at scale, transforming vulnerability into investable resilience.

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### **Chapter 9 – Charter for One Humanity: A New Global Architecture**

The book culminates with a provocative *Charter for Humanity* adopted as a moral and impactful *compass* for 21st-century global cooperation, affirming human dignity, asymmetric prioritization, prevention before response, and governance with *a soul*.

## **CHAPTER 1**

# **Geopolitics and the Future of Humanity**

## Policy Paper

### Geopolitics and the Future of Humanity. A “One Humanity” Vision for Nations.

Alexandre Caldas, New York, December 2025

This policy paper is a draft White Paper based upon analyses of the Strategies put forward by USA and CHINA in terms of their perspectives and strategies on the future world order and their positioning as leading nations in those future frameworks and world order architecture. Consequently proposes the need to fill the Gaps and move towards a “One Humanity” world architecture for the shared future of Humanity.

#### ABSTRACT

This Policy Paper examines the evolving geopolitical strategies of the United States and China, and their competing visions for the future world order at a moment of historic transformation. Anchored in a comparative analysis of the 2025 U.S. National Security Strategy and China’s four global initiatives – the GDI, GSI, GCI, and GGI – this paper explores the philosophical foundations, strategic objectives, and global implications of each superpower’s approach. Whereas the United States emphasizes sovereignty, deterrence, industrial policy, and the primacy of national interest, China advances a sovereignty-driven but multilateralist governance model centered on development, security, civilization, and global institutional reform. Both nations seek influence over global rule-making, emerging technologies, and the architecture of international cooperation.

The paper identifies critical **gaps** in both paradigms – particularly in their insufficient alignment with the needs of the Global South, the world’s poorest and most fragile nations, and the broader aspirations of humanity for dignity, justice, sustainability, and peace. It argues for a new “One Humanity” framework centered on people, places, peace, prosperity, and partnerships, supported by ethical innovation and inclusive global governance. The analysis concludes by proposing a cooperative, Nash-equilibrium-based model of global leadership, aimed at transcending zero-sum power competition and mobilizing collective intelligence for the shared future of humankind.

#### INTRODUCTION

The international system is undergoing one of the most consequential transitions since the end of the Second World War. Intensifying great-power rivalry between the United States and China, accelerating technological disruption, the climate emergency, financial volatility, demographic shifts, and the widening gap between global institutions and global realities are reshaping the foundations of global order. In this context, the need for a new framework of cooperation – capable of addressing planetary challenges and protecting the dignity and wellbeing of all people – has never been more urgent.

This policy paper provides a structured analysis of the geopolitical visions articulated by the United States and China as they position themselves to shape the future world order. **Section I** explores the priorities, assumptions, and mechanisms of the 2025 U.S. National Security Strategy – an approach centered on sovereignty, economic security,

military superiority, and realignment of alliances. **Section II** examines China's four major global initiatives — Development, Security, Civilization, and Governance — as a comprehensive blueprint for a multipolar, sovereign-driven global system aligned with Beijing's long-term interests and its narrative of a “global community of shared future.”

## **A - Comparative Analysis: USA Strategy vs. China Strategies**

The United States' approach emphasizes:

- the primacy of national interest, controlled borders, and securitized geopolitics;
- reindustrialization, technological dominance, and energy supremacy;
- deterrence through military strength and selective cooperation;
- skepticism toward global institutions perceived as constraining U.S. sovereignty.

China's strategy emphasizes:

- sovereign equality, non-interference, and UN-centered multilateralism;
- development as the central driver of global stability and legitimacy;
- alternative governance principles mobilized through GDI, GSI, GCI, and GGI;
- expansion of influence through infrastructure, digital governance, and rule-making in emerging domains (AI, cyber, outer space).

The contrast reveals two competing philosophies: one **hegemonic-realist**, and one **sovereignty-multilateralist**, each incomplete in addressing the global needs of the 21st century.

## **B - GAPS towards a “One Humanity” Vision**

### **1. Gaps in People-Centered Development**

Both the U.S. and Chinese models insufficiently address the realities of extreme poverty, hunger, exclusion, and vulnerability faced by over 3.5 billion people. Neither approach places the world's poorest nations, Small Island Developing States (SIDS), or conflict-affected populations at the center of global cooperation. A One Humanity vision demands that **human dignity, rights, wellbeing, and equity** become the starting point — not the by-product — of geopolitical strategy.

### **2. Gaps in Place-Based and Planetary Resilience**

The U.S. model prioritizes domestic industrial advantage, while China's initiatives emphasize development but still underprioritize **climate adaptation, loss & damage, and planetary stewardship** for the most fragile geographies. A One Humanity vision requires climate justice, disaster-risk reduction, and geospatial equity for all places on Earth.

### **3. Gaps in Peace, Trust, and Shared Security**

Both paradigms remain rooted in **competitive security logics**. The U.S. stresses deterrence; China stresses sovereignty and non-interference. Neither directly resolves the structural drivers of conflict, migration, digital warfare, or misinformation. A One Humanity vision calls for **security through justice, inclusion, digital peace, and truth ecosystems**.

#### **4. Gaps in Prosperity and Fair Globalization**

The world's poorest nations face debt distress, trade inequities, and digital exclusion. Neither the U.S. nor China fully addresses **global fiscal justice, concessional finance, future economies, and ethical AI** as universal public goods.

#### **5. Gaps in Partnerships and Governance with a Soul**

Global cooperation remains transactional. Both superpowers mobilize alliances primarily to advance competitive advantage. A One Humanity governance model – aligned with the Future Development Goals and the One Humanity Index

The Future Agenda for One Humanity requires inclusive partnership, intergenerational justice, and multilateralism anchored in empathy and global solidarity.

#### **C - NASH-EQUILIBRIUM model for a Shared Future**

The paper introduces and proposes a cooperative **Nash equilibrium beyond self-interest**, where both superpowers maximize outcomes not through unilateral dominance but through mutual benefit and systemic stability. The One Humanity model proposes:

- minimizing global risk collectively rather than competitively,
- co-investing in global public goods (health, climate, digital security),
- sharing leadership in the governance of AI and frontier technologies,
- embedding equity and inclusion into strategic choice functions.

In this equilibrium, cooperation becomes individually rational because mutual survival, resilience, and prosperity depend on shared action. This allows the global system to shift from **zero-sum rivalry** to **positive-sum governance for humanity as a whole**.

### **I – USA GEOPOLITICS AND GLOBAL INITIATIVES FOR A FUTURE WORLD ORDER**

#### **U.S. National Security Strategy (2025)**

The **2025 U.S. National Security Strategy** sets out an “America First” framework aimed at restoring American power, sovereignty, and prosperity by aligning foreign policy strictly with U.S. core national interests. It argues that earlier post-Cold War approaches overextended the U.S., diluted national priorities, and ceded economic and strategic advantages to competitors. The strategy asserts that under President Trump, the U.S. has reversed decline, re-established deterrence, revitalized alliances on more equitable terms, and initiated peace agreements across several global conflicts (e.g., Cambodia–Thailand, Kosovo–Serbia, Israel–Iran, Armenia–Azerbaijan). It frames the NSS as a blueprint for sustaining U.S. strength and securing peace through disciplined prioritization of ends and means.

#### **Strategic Goals**

The United States seeks:

- **Safety and sovereignty** – secure borders, controlled immigration, hardened infrastructure, and protection against espionage, trafficking, cyber threats, and ideological subversion.
- **Economic supremacy** – a strong industrial base, dominant energy production, secure supply chains, leading-edge technology (AI, biotech, quantum), and protected intellectual property.
- **Military superiority** – the world’s most lethal, modern, and well-funded armed forces, reinforced by a robust nuclear deterrent and next-generation missile defense (“Golden Dome”).
- **Cultural and civic renewal** – restoring national confidence, promoting merit, strengthening families, and rejecting transnational influences perceived to weaken American sovereignty.

## Core Principles

### The strategy is built around:

- **Focused definition of national interest** – avoiding global overreach and prioritizing issues that directly affect U.S. security.
- **Peace through strength** – military, economic, and technological superiority as deterrence.
- **Non-interventionist predisposition** – intervening only when vital interests are at stake.
- **Flexible realism** – cooperating with diverse regimes without imposing U.S. ideological models.
- **Primacy of sovereign nation-states** – opposing intrusive transnational institutions.
- **Fairness and burden-sharing** – requiring allies to contribute more, including NATO’s new **5% of GDP defense spending commitment**.
- **Economic security as national security** – reindustrialization, energy dominance, balanced trade, and reshored supply chains.

## Priority Actions

- **End the era of mass migration**, treat border security as national security, and combat cartels with intensified military and law-enforcement tools.
- **Strengthen core freedoms** (speech, religion, political participation) at home and with like-minded allies.
- **Reshore industry and revive the defense industrial base** for large-scale, low-cost, high-volume production.
- **Assert energy dominance** (oil, gas, coal, nuclear) and reject “Net Zero” or climate policies seen as harmful to U.S. competitiveness.
- **Maintain financial leadership**, leveraging U.S. capital markets and digital finance.

## **Regional Strategies**

### **Western Hemisphere – “Trump Corollary” to the Monroe Doctrine**

Reassert U.S. preeminence; block non-Hemispheric powers; intensify cooperation to stop migration and cartels; expand commercial diplomacy; strengthen supply chains; realign partners away from Chinese and other foreign influence.

### **Indo-Pacific – Win the economic future & prevent war**

Counter China’s predatory economics; restore balanced trade; protect supply chains and critical minerals; build alliances (Quad, Japan, Korea, India, Australia); maintain military deterrence in the First Island Chain; ensure freedom of navigation in the South China Sea; preserve the Taiwan status quo.

### **Europe – Promote stability & civilizational renewal**

Help end the Ukraine war and reestablish stability with Russia; encourage European reindustrialization, higher defense spending, fair trade, and cultural confidence; resist censorship and uncontrolled migration; strengthen ties with Central/Eastern/Southern Europe.

### **Middle East – Shift burdens & build peace**

Reduce direct U.S. reliance on the region for energy; maintain secure chokepoints (Hormuz, Red Sea); sustain and expand the Abraham Accords; contain Iran after Operation Midnight Hammer; support organic reforms rather than impose external models.

### **Africa – From aid to investment**

Focus on conflict resolution, resource development (energy, minerals), trade partnerships, and limiting long-term U.S. military entanglements; pivot from aid to investment-driven engagement.

## **II – CHINA GEOPOLITICS AND GLOBAL INITIATIVES FOR A FUTURE WORLD ORDER**

### **1. CHINA’S GLOBAL GOVERNANCE INITIATIVE (GGI)**

The **Global Governance Initiative (GGI)**, launched by China’s Ministry of Foreign Affairs in September 2025, stands for Beijing’s most comprehensive blueprint for reshaping the structures, norms, and operating principles of the international system. Coinciding with the 80th anniversary of the United Nations, the GGI argues that global governance faces a serious “governance deficit,” characterized by: **under-representation of the Global South, erosion of UN authority, and ineffectiveness of global institutions** in addressing crises such as climate change, digital divides, AI governance, conflict escalation, debt burdens, and implementation failures of the 2030 Agenda. The GGI positions China as a primary architect and stabilizer of a new world order—one centered on sovereign equality, stronger multilateralism, UN primacy, and more equitable distribution of global public goods.

The initiative is built on **five core commitments**, each intended to serve as a foundational principle for global governance reform.

1. **Sovereign Equality** — All states, regardless of size or power, must have equal rights in global decision-making. Developing countries must gain greater representation, a rectification of what China calls “historical injustice” in global institutions.
2. **International Rule of Law** — The UN Charter must be upheld rigorously; unilateral sanctions and selective application of international law are rejected. Rules for emerging domains (AI, space, cyberspace) should be created through “extensive consensus.”
3. **Multilateralism** — Global affairs should be jointly shaped by all states through extensive consultation and shared benefit. The UN is affirmed as the central platform, and exclusionary or bloc-based arrangements must be avoided.
4. **People-Centered Development** — Global governance must deliver tangible improvements in human wellbeing, address development inequality, and restore trust in the future — echoing the people-centered vision articulated in China’s concept of a “global community of shared future”.
5. **Real Results** — Governance must prioritize effectiveness, tackle root causes, and deliver concrete solutions in areas such as climate action, poverty reduction, digital cooperation, AI regulation, and international financial reform.

Strategically, the GGI is framed as the **fourth pillar** in China’s overarching global governance architecture — complementing the Global Development Initiative (GDI), Global Security Initiative (GSI), and Global Civilization Initiative (GCI). While the first three initiatives address development, security, and values/civilizational dialogue, the GGI provides the *institutional and systemic reform blueprint* for the international order. All four are presented as operational pillars of China’s long-term vision to build a “global community of shared future,” a concept that rises above bloc politics, opposes hegemony, redefines universal values, and asserts multipolarity as the foundation of world order.

From an analytical perspective, the Atlantic Council notes that China’s governance initiatives collectively serve as the ideological scaffolding for an alternative global system in which sovereignty outweighs individual rights, multipolar governance replaces Western-led rules, and China’s development and security concepts dominate global discourse. The GGI, in particular, aims to shift rule-making power in emerging domains—AI, cyber governance, outer space, and financial reform—toward institutions where China has stronger influence and where Global South states align with Beijing’s worldview.

In essence, the **Global Governance Initiative** is China’s most explicit framework for **reforming the international system from within**: strengthening UN-centered multilateralism, expanding Global South representation, reshaping rule-making processes, and offering an alternative governance model aligned with Chinese strategic interests. Together with the GDI, GSI, and GCI, it forms a unified and ambitious attempt to redefine global governance, international norms, and the long-term trajectory of world order.

## 2. CHINA’S GLOBAL CIVILIZATION INITIATIVE (GCI)

The **Global Civilization Initiative (GCI)**, launched by President Xi Jinping in March 2023, is China’s framework for reorienting global cultural governance and redefining how civilizations interact in a rapidly changing world. It is presented as the third pillar in China’s trilogy of global initiatives—Development, Security, and Civilization—designed collectively to provide an alternative model for global governance. The GCI asserts that diversity of

civilizations is the fundamental condition of human progress and that cultural pluralism, mutual learning, and respect for sovereign choices are the only sustainable foundations for peace, harmony, and modernization. As the academic synthesis notes, the initiative reflects China’s attempt to “build a peaceful, prosperous, and diverse world” rooted in equality, mutual learning, dialogue, and inclusiveness among civilizations.

The GCI is built around **four core propositions**:

1. **Respect for the diversity of world civilizations** – rejecting the idea of civilizational hierarchy and opposing the imposition of one model of values or democracy onto others.
2. **Valuing the inheritance and innovation of civilizations** – emphasizing that civilizations evolve through continuity, creativity, and modernization rather than replacement.
3. **Strengthening international people-to-people exchanges and cooperation** – promoting dialogue, cultural diplomacy, and knowledge-sharing to reduce misunderstanding and conflict.
4. **Supporting the common values of humanity** – reframing “humanity’s shared values” through concepts such as harmony, inclusiveness, and collective progress, rather than universal liberal norms. These themes resonate with the Chinese vision articulated in the White Paper on a Global Community of Shared Future, which stresses equality, mutual learning, shared prosperity, and harmony among civilizations as the foundation of a more “inclusive, clean and beautiful world”.

Strategically, the GCI aims to reshape the ideological landscape of global governance. It rejects what Beijing describes as Western “universalism” and “bloc confrontation,” promoting instead a system where states define values domestically and sovereignly, free from external pressure or normative oversight. The Atlantic Council analysis highlights that the GCI serves as a state-centered values framework that eliminates universal norms—such as liberal democracy and human rights—from the global system, replacing them with principles of cultural relativism and sovereign-defined social systems. This creates a more permissive environment for political models preferred by China and many Global South partners.

Operationally, the GCI is designed to support China’s broader diplomatic vision by mobilizing cultural institutions, media platforms, education exchanges, political-party dialogues, and global knowledge networks. It reinforces the overarching narrative of China’s “global community of shared future,” which positions China as offering global public goods, new governance concepts, and moral leadership for a multipolar world. Through the GCI, China seeks to build long-term cultural alignment and soft-power influence, deepen connections across political parties and civilizations, and advance a global order grounded in coexistence, sovereignty, and non-interference.

In essence, the Global Civilization Initiative provides the **cultural and ideological architecture** complementing the development (GDI) and security (GSI) pillars. Together, the three initiatives form a coherent blueprint for the alternative world order China envisions—one where diverse civilizations coexist harmoniously, national sovereignty is paramount, and global governance evolves beyond Western-led norms toward a more multipolar and culturally pluralistic future.

### 3. CHINA'S GLOBAL SECURITY INITIATIVE (GSI)

The **Global Security Initiative (GSI)**, proposed by President Xi Jinping in April 2022, is China's comprehensive framework for redefining global security governance and reshaping the international order. Presented formally through the 2023 GSI Concept Paper, the initiative asserts that the world is facing "peace, security, development, and governance deficits," requiring a new paradigm rooted in "common, comprehensive, cooperative, and sustainable security" rather than bloc confrontation, unilateral sanctions, or power-politics models. The GSI positions China as a principal architect of an emerging global security architecture—one that emphasizes sovereignty, non-interference, territorial integrity, and the primacy of the United Nations, while challenging Western interpretations of the rules-based order.

The GSI is built on **six core commitments**:

1. **Common and indivisible security**, rejecting zero-sum calculations and demanding that "legitimate security concerns of all countries" be taken seriously;
2. **Respect for sovereignty and territorial integrity**, reinforcing the UN Charter as the guiding norm;
3. **Adherence to UN-centered multilateralism**, opposing unilateral sanctions and "long-arm jurisdiction";
4. **Peaceful resolution of disputes through dialogue**, rather than coercion or use of force;
5. **Security in both traditional and non-traditional domains**, including counter-terrorism, biosecurity, cyberspace, climate, food, and energy;
6. **Holistic global governance reform**, asserting that developing countries should play a larger role in the evolving security order.

These principles reflect Beijing's consistent worldview that security and development are inseparable — a Marxist-derived thesis that "security is the prerequisite for development, and development is the guarantee for security," also central to the GDI and to China's broader "community with a shared future for mankind" narrative.

Strategically, the GSI is China's most explicit attempt to present an **alternative to the US-led rules-based order**, codifying long-standing Chinese positions: opposition to alliances, resistance to NATO-style security models, rejection of sanctions not authorized by the UN Security Council, and insistence on absolute sovereignty. Analysts note that the GSI is designed to provide the ideological and diplomatic foundation for a new global governance system where China's influence is structurally enhanced and Western dominance diminished. As highlighted by the Atlantic Council, the GSI is "a manifesto for an alternative system of international affairs," interlinked with the Global Development Initiative (GDI) and Global Civilization Initiative (GCI), forming a coherent blueprint for China's preferred world order.

Operationally, the GSI has been deployed in negotiations, crisis mediation, and multilateral engagement across the Global South. Beijing frames high-profile diplomatic breakthroughs — such as the Iran-Saudi Arabia rapprochement — as applications of GSI principles. The initiative has gained support from dozens of developing countries who align with China's emphasis on sovereignty, non-interference, and opposition to unilateral Western measures. The initiative also integrates non-traditional security domains where China seeks agenda-setting influence: cyber governance, AI security, supply-chain resilience, maritime security, and counter-terrorism cooperation. This is reinforced by China's broader vision,

articulated in its 2023 White Paper, for a world of “common security, lasting peace, and shared prosperity,” grounded in cultural pluralism, multipolarity, and the rejection of hegemonism and Cold-War mentalities.

In sum, the Global Security Initiative represents a defining pillar of China’s geopolitical strategy: shaping security governance around sovereignty, multipolarity, and development-driven stability; mobilizing the Global South as a support base; and offering a competing normative framework to the Western-led system. Alongside the GDI and GCI, the GSI forms part of China’s long-term effort to build a “global community of shared future” and reposition itself as a central provider of global public goods and international leadership.

#### 4. CHINA’S GLOBAL DEVELOPMENT INITIATIVE (GDI)

The **Global Development Initiative (GDI)**, launched by President Xi Jinping during the 76th UN General Assembly in 2021, positions *development* as the world’s most urgent priority and the foundation for global peace, stability, and prosperity. Rooted in the 2030 Agenda for Sustainable Development, the GDI responds to the severe setbacks triggered by COVID-19—including the reversal of a decade’s progress in poverty reduction, increased food insecurity, widening digital divides, and rising global inequalities. As the official concept paper emphasizes, the GDI aims to “pool efforts to tackle challenges, promote post-COVID recovery, and open a bright future for common sustainable development”. China frames development as the “master key” to all global problems, arguing that only through inclusive, people-centered, innovation-driven development can global governance evolve in a stable and equitable direction.

The GDI is anchored in **eight core principles**: prioritizing development, placing people at the center, leaving no country behind, promoting harmony between human and nature, fostering innovation, strengthening global partnerships, ensuring action-oriented cooperation, and aligning efforts with major regional and multilateral frameworks such as the Belt and Road Initiative, Africa’s Agenda 2063, APEC, BRICS, and UN-centered development platforms. These principles reflect Beijing’s interpretation of global governance: a system emphasizing sovereignty, inclusivity, non-interference, and the central role of the UN, while promoting an alternative development paradigm to Western-led policy models. Internationally, the GDI has rapidly gained traction: more than 100 countries and organizations have expressed support, over 70 have joined the “Group of Friends of the GDI,” and nearly 30 have signed cooperation memoranda with China.

Operationally, the GDI focuses on **eight priority sectors** that mirror the most acute bottlenecks faced by developing countries: poverty alleviation, food security, COVID-19 and vaccine equity, financing for development, climate change and green development, industrialization, digital economy, and global connectivity.

These priorities are supported by China through concessional financing, debt relief, technology transfer, capacity-building platforms, and major South-South Cooperation mechanisms. Strategically, the GDI is part of a broader Chinese effort to reshape global governance alongside the **Global Security Initiative (GSI)** and the **Global Civilization Initiative (GCI)**. Collectively, the “three initiatives” form the ideological and policy backbone of China’s proposition for a multipolar, sovereignty-driven world order in which developing countries gain greater voice and international representation. As the Atlantic Council notes, the GDI is also an instrument to shift the global development discourse and position China as a leading provider of global public goods, especially across the Global South.

In essence, the Global Development Initiative represents China’s attempt to re-center *development* at the heart of global cooperation, leverage its own development model as a template, and mobilize international alignment around an agenda framed as equitable, people-focused, and multilateral. By integrating development, security, and civilization narratives,

China presents the GDI as a long-term pathway toward a “community with a shared future for mankind,” offering alternative norms, governance principles, and implementation mechanisms to complement — or challenge — the existing international order.

## CONCLUSION

The comparative analysis of U.S. and Chinese strategies reveals an international system at a crossroads. Both superpowers articulate ambitious visions, yet both remain constrained by national interest, ideological posture, and the logic of great-power competition. At a time when humanity faces existential challenges — from climate collapse to pandemics, from digital fragmentation to widening inequalities — business-as-usual geopolitics is no longer tenable.

The One Humanity framework offers an alternative pathway: placing **people, places, peace, prosperity, and partnerships** at the center of global architecture; grounding governance in dignity, equity, and planetary stewardship; and mobilizing technology ethically for the benefit of all. This approach recognizes that the world’s poorest and most vulnerable nations must become the priority — not the periphery — of global action. It also affirms that global order cannot be shaped solely by military power, economic might, or civilizational narratives, but by collective intelligence and shared responsibility.

A future world order capable of meeting 21st-century challenges will require cooperation across divides, courage to reform outdated systems, and commitment to universal human wellbeing. It will require the U.S. and China—together with all nations—to adopt a mindset that transcends zero-sum rivalry. The Nash-equilibrium approach outlined in this paper demonstrates that cooperative strategies are not only morally necessary but strategically rational.

Ultimately, the future of humanity demands a paradigm that lifts all people and empowers all places. The One Humanity vision is not merely a philosophical aspiration—it is a practical roadmap for global survival, justice, and shared prosperity. In a world of interdependence, no nation can succeed alone; but together, humanity can build a future worthy of the generations to come.

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## **CHAPTER 2**

# **Future Development Goals and the One Humanity Index**

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# I – A Global Cooperation Framework to Tackle 21st-Century Challenges Together

Alexandre Caldas, New York, December 2025

**Vision** To build a just, peaceful, and sustainable world for all people, in all places, on one shared planet. Rooted in the principle of *One Humanity*, this Future Development Goals (FDGs) Agenda calls for a renewed global cooperation compact — across governments, generations, geographies, and sectors.

## Guiding Principles

1. **Human Dignity First** – Center people in all policies.
2. **Leave No One Behind** – Equity across nations and communities.
3. **Planetary Stewardship** – Safeguard our shared Earth.
4. **Ethical Innovation** – Align technology with humanity’s values.
5. **Global Solidarity** – Multilateralism anchored in empathy and inclusion.
6. **Intergenerational Justice** – Secure the rights of future generations.
7. **Peace through Justice** – Promote fairness, equity, and the rule of law.
8. **Diversity and Dialogue** – Embrace pluralism, culture, religions and mutual respect.

## Strategic Pillars (5Ps++)

### 1. People: Human Wellbeing and Equity

- End poverty and hunger
- Guarantee universal health and education
- Ensure gender equality and youth inclusion
- Advance human rights, dignity, and social justice
- Protect migrants, refugees, and displaced people

### 2. Planet: Sustainability and Climate Action

- Achieve climate mitigation and adaptation
- Transition to renewable energy systems
- Protect oceans, land, biodiversity, and ecosystems
- Promote circular economy and environmental justice
- Ensure food and nutrition security

### 3. Peace: Security, Justice, and Inclusion

- Prevent conflict, war, and terrorism

- Promote peacebuilding, reconciliation, and the rule of law
- Strengthen access to justice and accountability
- Counter hate, extremism, and disinformation








#### 4. Prosperity: Inclusive and Resilient Economies

- Reform global trade, subsidies, and taxation
- Democratize access to international finance and debt relief
- Foster digital inclusion and ethical AI
- Promote decent work, innovation, and future-ready skills
- Reduce global inequalities (North-South, urban-rural, digital)

#### 5. Partnership: A New Social Contract for Global Cooperation

- Renew multilateral institutions with soul and legitimacy
- Empower civil society, youth, and grassroots voices
- Promote transparency, trust, and inclusive governance
- Invest in global public goods and shared futures

#### Cross-Cutting Accelerators

-  Digital Societies & Cyber Peace
-  Frontier Technologies & Ethics
-  Education for Sustainable Futures
-  Culture, Identity, and Mental Health
-  Data for Development and Inclusion
-  Intercultural and Interreligious Dialogue
-  Resilience, Disaster Risk Reduction, and Preparedness

#### Implementation Mechanisms

- **One Humanity Compact** – Voluntary international commitment among states, cities, businesses, civil society.
- **Global Humanity Forum** – Annual review platform for inclusive dialogue and peer accountability.
- **Global Public Goods Fund** – Pooled financing mechanism for cross-border priorities.
- **Future Generations Council** – Intergenerational advisory body to guide long-term impact.

- **Planetary Scorecard** – Real-time metrics to measure progress across regions and pillars.

**Conclusion** The **Future Development Goals (FDGs) Agenda for One Humanity** is not just a policy proposal — it is a **moral imperative**. It recognizes that the challenges of our era are interconnected and that the solutions must be as **united as the humanity they seek to serve**.













### **Expanded Humanity Challenges Framework (One Humanity Scorecard)**

1. Poverty and Hunger
2. Terrorism, Conflicts, and Wars
3. Peace, Justice, and Security
4. Sustainable Development
5. Human Rights, Dignity, and Social Justice
6. Digital Societies and Cybersecurity
7. Frontier Technologies, AI, and Ethics
8. Climate Change, Mitigation, and Adaptation
9. Food Systems, Nutrition Security, and Sustainable Agriculture
10. Education for All and Lifelong Learning
11. Health for All, Pandemics, and One Health
12. Global Trade, Tariffs, and Economic Justice
13. Oceans, Biodiversity, and Planetary Sustainability
14. Healthy and Liveable Environments (Air, Water, Land)
15. Energy Transition and Just Access
16. Global Governance with a Soul and Inclusive Multilateralism
17. Bridging North-South, East-West, and Digital Divides
18. Population Dynamics, Urbanization, and Demographic Shifts
19. International Finance, Debt, and Fiscal Justice
20. Migration, Refugees, and Displacement
21. Cultural Diversity, Indigenous Rights, and Heritage Protection
22. Youth, Intergenerational Equity, and Future Generations
23. Gender Equality and Women's Empowerment
24. Trust, Misinformation, and Media Integrity
25. Resilience, Risk Reduction, and Disaster Preparedness

## One Humanity Scorecard

Here is a **One Humanity Scorecard** designed as a global monitoring and accountability tool aligned with your *Expanded Humanity Challenges Framework*. It includes **25 Indicators**, each with suggested **Goals, Key Performance Metrics**, and **Scorecard Ratings** (to be applied per country, region, or globally).




Tracking Progress on the 25 Humanity Challenges

Challenge Area	Goal	Key Metric	Scorecard Rating
<b>1. Poverty and Hunger</b>	Zero extreme poverty and hunger	% below \$2.15/day; Global Hunger Index	
<b>2. Terrorism, Conflicts, and Wars</b>	Minimize violent deaths and conflicts	Conflict deaths per 100k	
<b>3. Peace, Justice, and Security</b>	Universal access to justice and peace institutions	Rule of Law Index	
<b>4. Sustainable Development</b>	Progress across all SDG indicators	SDG Index Score	
<b>5. Human Rights, Dignity, and Social Justice</b>	Respect for all human rights and social protection	Human Rights Score / GINI Coefficient	
<b>6. Digital Societies and Cybersecurity</b>	Universal, safe digital access	% internet coverage, Cybersecurity Index	
<b>7. Frontier Technologies, AI, and Ethics</b>	Responsible tech development and AI governance	AI Ethics Readiness Index (TBD)	
<b>8. Climate Change, Mitigation, and Adaptation</b>	1.5°C alignment + resilience	Emissions per capita; ND-GAIN Index	
<b>9. Food Systems, Nutrition &amp; Agriculture</b>	Resilient, sustainable food systems	Food security & nutrition score	
<b>10. Education for All</b>	Universal access to quality education	Literacy rate; Out-of-school children %	
<b>11. Health for All &amp; One Health</b>	Access to affordable health care and pandemic readiness	UHC Index; Pandemic Preparedness Score	
<b>12. Global Trade &amp; Economic Justice</b>	Fair, inclusive global trade	Trade-to-GDP Ratio; Tariff fairness score	

























Challenge Area	Goal	Key Metric	Scorecard Rating
<b>13. Oceans &amp; Planetary Sustainability</b>	Healthy oceans, biodiversity and ecosystems	Ocean Health Index, Biodiversity Intactness	
<b>14. Healthy Environments</b>	Clean air, water, and land for all	PM2.5 exposure, water access	
<b>15. Energy Transition</b>	Equitable clean energy access	% renewables; energy access rate	
<b>16. Global Governance with a Soul</b>	Inclusive and ethical international institutions	Governance Inclusiveness Index (TBD)	
<b>17. Bridging Global Divides</b>	Equitable development across all divides	Global Inequality Index	
<b>18. Demographics and Urbanization</b>	Sustainable population and urban growth	Urban resilience and growth rate	
<b>19. International Finance &amp; Debt</b>	Fair and sustainable global finance	Debt sustainability; concessional finance	
<b>20. Migration &amp; Displacement</b>	Rights and safety of migrants and displaced people	Refugee integration & protection indicators	
<b>21. Culture, Heritage &amp; Indigenous Rights</b>	Cultural protection and respect for Indigenous Peoples	Indigenous Rights Index (TBD)	
<b>22. Youth &amp; Future Generations</b>	Empower youth and plan for long-term futures	Youth NEET rate; Long-term policy score	
<b>23. Gender Equality</b>	Full gender equity in all areas	Gender Gap Index	
<b>24. Trust &amp; Media Integrity</b>	Truthful and transparent media ecosystem	Press Freedom Index; Trust in media	
<b>25. Resilience &amp; Disaster Risk Reduction</b>	Minimize disaster risks and losses	DRR Readiness Score	

- Scorecard Legend (per goal area):
- Red:** Critical gap or reversal
  - Orange:** High concern, slow progress
  - Yellow:** On track but fragile
  - Green:** Achieved or strong progress

**Next Steps:**

-  Build a **Global Scorecard Dashboard** to track this annually.
-  Allow **regional breakdowns** for equity and comparative insights.
-  Link to the **Planetary Scorecard** and **UN 2.0 Monitoring Framework**.

Visual Matrix

EXPANDED HUMANITY CHALLENGES FRAMEWORK					
 Poverty and Hunger	 Terrorism, Conflicts, and Wars	 Peace, Justice, and Security	 Sustainable Development	 Food Systems, Nutrition Security and Sustainable Agriculture	 Human Rights, Dignity, and Social Justice
 Digital Societies and Cybersecurity	 Frontier Technology, AI, and Ethics	 Climate Change, Mitigation, and Adaptation	 Education for All and Lifelong Learning	 Oleathy and Liveable Environments (Air, Water, Land)	 Energy Transition and Just Access
 Health for All, Pandemics, and One Health	 Global Trade, Tariffs, and Economic Justice	 Oceans, Biodiversity and Planetary Sustainability	 Healthy and Liveable Environments (Air, Water, Land)	 International Finance, Debt, and Fiscal Justice	 Trust, Misinformation and Media Integrity
 Cultural Diversity, Indigenous Rights, and Heritage Protection	 Youth, Intergenerational Equity, and Future Generations	 Gender Equality and Women's Empowerment	 Trust, Misinformation, and Media Integrity	 Resilience, Risk Reduction, and Disaster Preparedness	 Migration, Refugees, and Displacement

## II – STRATEGIC FORESIGHT ANALYSIS FOR 2025-2030, 2030-2050 AND 2050-2100

Here is a **Strategic Foresight Analysis and Narrative** organized by the 5 **Pillars** and structured across the **three foresight timeframes**: Short-Term (2025–2030), Medium-Term (2030–2050), and Long-Term (2050–2100).



### EXPANDED HUMANITY CHALLENGES – STRATEGIC FORESIGHT (2025–2100)



#### PILLAR 1: PEOPLE – Human Wellbeing and Equity

##### **Includes Challenges:**

##### Poverty and Hunger

- Human Rights, Dignity, and Social Justice
- Health for All, Pandemics, and One Health
- Education for All and Lifelong Learning
- Cultural Diversity, Indigenous Rights, and Heritage Protection
- Youth, Intergenerational Equity, and Future Generations
- Gender Equality and Women’s Empowerment

##### ◇ **Short-Term (2025–2030):**

- **Action-Oriented Recovery:** Tackling post-pandemic inequality and hunger through targeted SDG-style programs.
- **Universal Health Access** gains traction via One Health approaches.
- **Education Reforms** focus on digital inclusion and foundational literacy.
- Rights-based frameworks begin integrating indigenous and gender perspectives.

##### ◇ **Medium-Term (2030–2050):**

- **Global Minimum Standards** for health, education, and dignity emerge.
- Intergenerational policies shape social security and job markets.
- Lifelong learning becomes the norm in knowledge-based societies.
- Cultural equity and identity preservation become pillars of national planning.

##### ◇ **Long-Term (2050–2100):**

- **Equity by Design:** Technologies and policies are human-centered.
- Universal Basic Services and wellbeing indices guide global governance.
- Genetic equity, post-biological ethics, and rights to digital personhood are mainstream debates.

## **PILLAR 2: PLANET – Sustainability and Climate Action**

### **Includes Challenges:**

- Climate Change, Mitigation, and Adaptation
- Oceans, Biodiversity, and Planetary Sustainability
- Healthy and Liveable Environments
- Energy Transition and Just Access
- Food Systems, Nutrition Security, and Sustainable Agriculture

### **◇ Short-Term (2025–2030):**

- COP frameworks turn toward climate adaptation and loss & damage finance.
- Energy transition accelerates, but inequity in access persists.
- Agroecological farming and sustainable diets gain traction.
- Biodiversity loss continues despite conservation efforts.

### **◇ Medium-Term (2030–2050):**

- **Circular economy** becomes global policy foundation.
- Climate engineering debates intensify as warming exceeds 1.5°C.
- Ocean governance frameworks emerge (e.g., high seas treaty enforcement).
- Soil, water, and air quality are institutionalized as global commons.

### **◇ Long-Term (2050–2100):**

- Regenerative biomes and closed-loop planetary systems define sustainability.
- Earth stewardship becomes codified into constitutional and planetary law.
- Interplanetary environmental ethics and the **Post-Anthropocene worldview** emerge.

## **PILLAR 3: PEACE – Security, Justice, and Inclusion**

### **Includes Challenges:**

- Terrorism, Conflicts, and Wars
- Peace, Justice, and Security
- Migration, Refugees, and Displacement
- Trust, Misinformation, and Media Integrity

- Resilience, Risk Reduction, and Disaster Preparedness

◇ **Short-Term (2025–2030):**

- Conflicts shift from interstate to hybrid (cyber, disinformation, proxy).
- International justice systems face credibility crises; reforms proposed.
- Migration becomes a major diplomatic and economic challenge.
- Digital trust and AI-driven misinformation dominate security discourse.

◇ **Medium-Term (2030–2050):**

- Conflict prevention evolves to include **digital peacekeeping** and **AI oversight**.
- Climate refugees and water/resource conflicts reshape migration treaties.
- Digital bill of rights and resilient communities frameworks gain traction.
- Peace dividends tied to inclusive governance become norm.

◇ **Long-Term (2050–2100):**

- Multilevel peace architectures (local to planetary) operational.
- Justice systems incorporate AI, restorative models, and cultural pluralism.
- Security redefined: From state-centric to community- and planet-centric.
- “Peace and Truth Networks” arise to counter global epistemic crises.

📁 **PILLAR 4: PROSPERITY – Inclusive and Resilient Economies**

**Includes Challenges:**

- Global Trade, Tariffs, and Economic Justice
- International Finance, Debt, and Fiscal Justice
- Digital Societies and Cybersecurity
- Frontier Technologies, AI, and Ethics
- Population Dynamics, Urbanization, and Demographic Shifts

◇ **Short-Term (2025–2030):**

- Growing digital economies raise new **inequality frontiers**.
- Fiscal reform debates include debt forgiveness and tax justice.
- Smart cities and urban innovation dominate development financing.
- AI ethics frameworks remain fragmented and under-enforced.

◇ **Medium-Term (2030–2050):**

- **Ethical AI and Responsible Tech** integrated into economic systems.
- Wealth taxation and **global digital commons funds** are trialed.
- Migration and demographic transitions redefine labor and productivity.
- Crypto-regulation and global digital currencies reshape finance.

◇ **Long-Term (2050–2100):**

- Post-work societies and automation-based prosperity models.
- Economy transitions to **wellbeing-based metrics** beyond GDP.
- Economic inclusion expands to planetary and digital actors.
- Techno-governance and AI-human hybrid systems reshape productivity.

♥ **PILLAR 5: PARTNERSHIP – A New Social Contract for Global Cooperation**

**Includes Challenges:**

- Global Governance with a Soul and Inclusive Multilateralism
- Bridging North-South, East-West, and Digital Divides
- Resilience, Risk Reduction, and Disaster Preparedness
- Migration, Refugees, and Displacement (cross-cutting)
- Trust, Misinformation, and Media Integrity (cross-cutting)

◇ **Short-Term (2025–2030):**

- Calls for **UN Reform** and stronger regional-multilateral alliances.
- Digital divides become symbolic of global inequality.
- Civil society and youth-led diplomacy reshape soft power norms.
- Cross-sector partnerships accelerate around climate and pandemic risks.

◇ **Medium-Term (2030–2050):**

- New Bretton Woods-style conference redefines multilateralism.
- Inter-civilizational dialogue and inclusive regionalism rise.
- Private sector accountability and “net positive” ESG standards evolve.
- Planetary and digital citizenship rights become diplomatically recognized.





◇ **Long-Term (2050–2100):**

- A reimagined **UN 2.0** with AI-facilitated governance platforms.
- Global solidarity economy and shared sovereignty models emerge.
- New treaties: Planetary Constitution, Digital Rights Charter, Earth Commons Compact.
- Humanity redefines cooperation through a **One Humanity Constitution**.

 **Summary Table (Strategic Outlook by Pillar & Timeframe)**

<b>Pillar</b>	<b>2025–2030</b>	<b>2030–2050</b>	<b>2050–2100</b>
<b>People</b>	Post-crisis recovery, rights expansion	Equity systems, intergen justice	Human-centered post-biological futures
<b>Planet</b>	Adaptation, energy shift	Circular, regenerative transitions	Planetary stewardship systems
<b>Peace</b>	Digital conflict, migration	Digital peace, climate refugees	Planetary peace architectures
<b>Prosperity</b>	Economic justice reforms	Ethical tech and inclusive growth	Post-work, wellbeing-based prosperity
<b>Partnership</b>	UN reform, digital divide focus	Global governance 2.0	One Humanity global social contract

## Visual Matrix of the Future

	<b>Short-Term (2025–2030)</b>	<b>Medium– (2030–2050)</b>	<b>Long-Term (2050–2100)</b>
 <b>People</b> –Human Wellbeing and Equity	Post-crisis recovery rights expansion	Circular economy regeneration transition	Human-centered post-biological futures
 <b>Planet</b> Sustainability and Climate Action	Adaptation, energy shift	Digital peace climate refugees	Planetary peace architectures
 <b>Peace</b> –Security, Justice and Inclusion	Digital conflict migration	Digital peace archecture	Post-work-prosperity based-being
 <b>Prosperity</b> –Inclusive and Resilient Economies	UN reform digital divide focus	Global governance 2.0	One Humanity global social contract

### III – ONE HUMANITY INDEX

#### Proposal for a One Humanity Index

#### One Humanity Index (OHI): Methodology

##### 1) Scope and structure

- **Coverage:** 25 Challenges (Indicators) from the One Humanity Scorecard. Each indicator follows the definition/metric guidance provided in your annex.
- **Sub-indexes (5Ps):**
  - **People:** #1, #5, #10, #11, #21, #22, #23
  - **Planet:** #8, #9, #13, #14, #15
  - **Peace:** #2, #3, #20, #24, #25
  - **Prosperity:** #4, #6, #7, #12, #18, #19
  - **Partnership:** #16, #17

(Indicator names and suggested metrics correspond to your annex list, e.g., Rule of Law Index, SDG Index Score, Gender Gap Index, etc.)

##### 2) Goalpost normalization (0–100)

Normalize every indicator to a **0–100** score using target-based “goalposts”:

- For higher-is-better metrics (e.g., SDG Index Score, UHC Index):  
score =  $100 \times (\text{value} - \text{floor}) / (\text{target} - \text{floor})$
- For lower-is-better metrics (e.g., conflict deaths per 100k, poverty rate):  
score =  $100 \times (\text{floor} - \text{value}) / (\text{floor} - \text{target})$
- Targets = desired end-state (e.g., zero conflict deaths; universal access).
- Floors = worst acceptable bound (e.g., historical p5/p95, regional worst, or expert floor).
- Capping: Scores are capped to [0, 100] to avoid outliers distorting results.

The template includes a **Goalposts** sheet to set **Target\_Best** and **Floor\_Worst** for each indicator (pre-filled with a sensible default “percentile\_5\_95” cap you can refine). Indicator directions (+/-) reflect the annex (e.g., PM2.5 is adverse; energy access is positive).

### Composite indicators (where two metrics are listed)

If an indicator lists two inputs (e.g., “Human Rights Score / Gini Coefficient”), first normalize each input to 0–100, then take their **simple average** to produce that indicator’s final 0–100.

## 3) Weighting

- **Across pillars:** Equal weights by default (**20% each** for People, Planet, Peace, Prosperity, Partnership).
- **Within each pillar:** Equal weights across its indicators.
- The **Parameters** sheet lets you adjust pillar weights if you want to emphasize certain domains.

## 4) Aggregation

1. **Pillar sub-indexes:** Arithmetic mean of the normalized indicators in that pillar.
2. **OHI (0–100):** Weighted mean of the five pillar sub-indexes.

**Optional balance penalty (advanced):** Multiply the OHI by the ratio (**geometric mean / arithmetic mean**) of the five sub-indexes to gently penalize unbalanced performance.

## 5) Data quality & missing data

- **Preferred sources:** Use the annex’s recommended indices/metrics or nearest internationally comparable series. If a listed index is “TBD” (e.g., “AI Ethics Readiness”), use a vetted proxy until the official index is established.
- **Missing values:**
  - Prefer official or multilateral sources; else use regional median imputation with a data-quality flag.

- If  $\geq 40\%$  of a pillar's indicators are missing, suppress the pillar score and flag it for data improvement.
- Track a **Data Quality Index** (0–100) per country:  $100 - (\text{share of imputed or outdated points} \times 100)$ .

## 6) Ratings (traffic-light, aligned to your legend)

- **Green ( $\geq 80$ ):** Achieved/strong progress
- **Yellow (65–79):** On track but fragile
- **Orange (50–64):** High concern, slow progress
- **Red ( $< 50$ ):** Critical gap or reversal

These thresholds apply to indicators, pillars, and the overall OHI—matching your legend semantics.

## 7) Update cycle & governance

- **Update:** Annually (with rolling quarterly refresh if source data allow).
- **Documentation:** Log goalposts, sources, revisions, and any methodological change.
- **Comparability:** Keep goalposts stable year-to-year (rebase only with formal versioning).
- **Transparency:** Publish metadata with each scorecard release (indicators used, missing data share, imputation rules).

## What you're getting in the Excel template

- **Indicators** — the 25 challenges, suggested metrics, direction, and pillar mapping (from the annex).
- **Goalposts** — editable **Target\_Best** / **Floor\_Worst** and capping method by indicator.
- **Parameters** — pillar weights (default 20% each).
- **Data** — enter your country/year values for IND1...IND25.
- **Results** — columns ready for normalized indicators, pillar sub-indexes, and the OHI (0–100) once you run your preferred calculator or script.

Tip: If you prefer, I can auto-compute the **Results** for any dataset you paste into the **Data** sheet (same column names).

## Example (textbook) calculation for one indicator

**Indicator #2 (Conflicts):** Conflict deaths per 100k; lower is better. Suppose **target = 0**, **floor = 20**, and a country has **3**.  
**score =  $100 \times (20 - 3) / (20 - 0) = 85$ .**

Repeat per indicator → average within pillar → weighted average across pillars → OHI.

**If you'd like, I can also:**

- Populate **starter goalposts** (targets/floors) using widely accepted benchmarks;
- Load your first country set and **return a filled Results sheet** with pillar sub-indexes and OHI;
- Produce a **printable 1-page dashboard** with gauges and the traffic-light ratings.

This design follows your annex's 25 indicators and your scorecard legend, so it's consistent with the "Future Agenda for One Humanity / One Humanity Scorecard" you shared.

## **Localization of the One Humanity Index**

### Rationale

The One Humanity Index (OHI) offers robust comparability of countries across 25 indicators grouped into five pillars — **People, Planet, Peace, Prosperity, and Partnership**. While global, regional, and national data provide valuable benchmarking, achieving *impact, effectiveness, and quality* requires **granular localization**. Lives are lived locally, and risks, vulnerabilities, and opportunities are most acutely experienced at **sub-national levels**.

Therefore, the OHI must evolve into a **multi-scale measurement ecosystem**, disaggregated into four additional levels of analysis:

1. Local (provincial/state/municipal)
2. Community (district/ward, small town or rural cluster)
3. Neighborhood (urban blocks or villages)
4. Site/Livelihood (households, workplaces, farms, schools, clinics)

This localization strengthens accountability, enables targeted interventions, and ensures that *no one and no place is left behind*.

## **Methodological Framework**

## 1. Geospatial Technology Integration

- **High-resolution satellite imagery:** Land cover, air quality, water bodies, infrastructure, climate hazards.
- **GIS mapping:** Sub-national OHI layers over administrative and functional boundaries.
- **Geocoded services:** Linking schools, health centers, markets, and disaster shelters to relevant OHI indicators.
- **Spatial disaggregation:** Downscaling national indicators (e.g., poverty, education, energy access) using geospatial proxies such as night-time lights, mobile connectivity, and climate risk maps.

## 2. Artificial Intelligence (AI) and Data Fusion

- **Machine learning models** to interpolate missing sub-national data using multimodal sources (surveys, remote sensing, administrative registries).
- **Natural language processing** on local media, social platforms, and citizen reporting to proxy governance, trust, and inclusion indicators.
- **Predictive analytics** for early warning and anticipatory action on health, climate, and food security.
- **AI-assisted harmonization** to align local data with OHI global standards while preserving local context.

## 3. Strategic Foresight

- **Scenario planning** at local and community levels to anticipate evolving risks (climate shocks, migration, digital divides).
- **Backcasting exercises** with local stakeholders to design transformative pathways towards OHI targets.
- **Stress-testing** of OHI indicators against plausible disruptions (pandemics, conflicts, financial crises).
- **Futures literacy training** for local leaders and communities to co-own long-term trajectories.

## 4. Participatory and Citizen-Driven Techniques

- **Community scorecards:** Citizens co-evaluate local services on People and Peace indicators.
- **Mobile platforms & SMS surveys:** Crowdsourcing real-time data on service access, food prices, or safety.
- **Participatory mapping:** Residents map hazards, resources, and social assets via open GIS tools.
- **Deliberative forums & youth councils:** Embedding lived experience into OHI measurement.

- **Citizen science:** Low-cost air, water, and soil sensors feeding into Planet indicators.

### Operational Steps

1. **Indicator Localization Matrix:** For each of the 25 indicators, define feasible **proxy variables** at the four sub-national levels (e.g., for “Education for All”: school attendance rates per community; for “Peace, Justice, and Security”: neighborhood trust surveys).
2. **Data Governance:** Establish interoperable local data hubs with privacy, ethics, and inclusion safeguards.
3. **Integration into OHI:** Apply the same normalization (0–100 goalposts), weighting, and aggregation methodology at each level. Aggregate bottom-up (site → neighborhood → community → local → national → regional → global).
4. **Dashboards and Visualization:** Develop layered dashboards allowing stakeholders to “zoom in” from global maps to community and site-level insights.
5. **Capacity Building:** Train local institutions, civil society, and citizen groups in data literacy and foresight methods.

### Expected Impact

- **Precision policy:** Targeting interventions where gaps are most acute.
- **Equity & inclusion:** Revealing disparities hidden by national averages.
- **Resilience building:** Anticipating and preparing for localized shocks.
- **Democratized accountability:** Citizens co-create and monitor development progress.
- **Global comparability + local ownership:** A unified methodology adaptable across all scales.

✔ This chapter positions the **localized OHI** as both a global accountability instrument and a *community empowerment tool*.

**CHAPTER 3**  
**Science, Time, and Nash-Equilibrium**  
**Cooperation**

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## SCIENCE AND TIME

### Policy and Strategy for International Partnerships

#### Concluding remarks: Policy and Strategy for International Partnerships

In this final part of the book, in a way of “Concluding remarks”, a provocative approach is provided for possible policy and strategic models for international partnerships.

It should be noticed from the outset that this part should be taken as exploratory research and is not based upon empirical evidence other than the experience of the author in managing international partnerships. In this regard, this is different from the previous chapters in the main text of the book, as the whole set has been based upon quantitative and qualitative empirical observation of communities of practice, over long periods of time.

Thus, the section represents opening avenues for further research and investigation, based upon expert insight gained in European and African cooperation frameworks and international settings, over the course of more than 15 years. This section should be considered as a *position paper* or a *discussion paper* for the examination of policy and strategy for international partnerships.

There is a common infrastructural element in this discussion and the previous chapters: *Time*.

In fact, *Time* has been proved to be a fundamental variable and dimension, over all the discussions provided above. *Time* is a fundamental element bringing stability and creating sustainable pillars for the solidification of collaborations, the long-term maintenance of networks of cooperation and thus the essence of international partnerships.

Here and again, *Time* is a critical element providing robust and Policy grounds for collaboration strategies, as well as the solid undertaking of large and international partnerships.

First, and following from a very brief definition on “international partnerships”, we discuss some critical questions, as well as important barriers for the solid establishment of international partnerships.

Secondly, we provide a Policy framework, open for broad discussion, and proposed herein as a flexible and adaptable model for defining and evaluating strategies in international partnerships.

Finally, we discuss a dynamic model for equilibrium in governance, Policy and strategy for international partnerships.

We adopt here a very pragmatic definition for the concept of “international partnership”. An international partnership is a formal collaborative endeavour interlinking actors of various types (individuals, groups of individuals, organisations, groups of organisations, nations or even groups of nations) with a defined strategy for attaining specific goals for a certain period of time. The time span is flexible and can be unlimited, as far as the systemic revision of strategy and goals is defined.

## - Challenges and Barriers in International Partnerships and Emerging Social Challenges

- **How different** is an International Partnership as depending on the type of actors involved in these partnerships (i.e. for instance, international partnerships among individuals or groups of nations)?
- **How “Long”** is the “Long-term” for International Partnerships Strategies?
- **Who is to be accountable** for violation of International Partnership agreements. Should violation rules be formally defined?
- **Which are the main Technology frontiers** for Long-Term International Partnerships?
- **Major Barriers for International Partnerships** in Long-Term
- International Partnerships? (Institutional frameworks, legal, ethical, ...)
- **How to balance Information Sharing and open disclosure of knowledge** and Open Standards within International Partnerships, with the protection of individual interests, privacy and incentive mechanisms for innovation and exploration of more risky practices within the international partnership?

All of the above provide a significant challenge, as open questions for the definition of governance models for the international partnership, as well as bring a variety of possibilities for Policy and strategy actions within international partnerships.

The following section provides a tentative governance model with a number of axes or dimensions of approach for the organisation of international partnerships. The model should be understood as flexible and dynamic, open for extension and is very much illustrative of the systemic nature of international partnerships.

## - International Partnerships Governance Framework (IPGF) a provocative Policy Model for a “Socially” Sustainable Future...

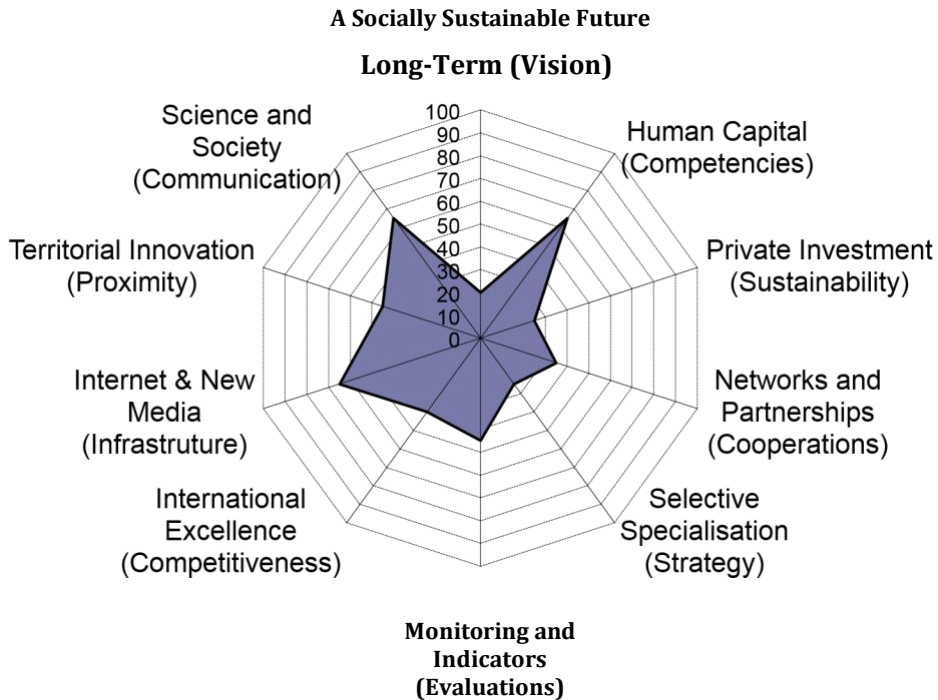
- Adopting a Goal Oriented perspective towards adoption of a framework for national strategies on International Partnerships and its international integration, the strategic action could be guided in the manner proposed in the following diagram.
- By way of international benchmarking, it is important to note at this stage that four of the world’s largest countries around the world, the United States, China, Russia and Britain, have adopted national strategies for International Partnerships according to models of strategic action similar to the one indicated.

Recognizing that International Partnerships is necessarily a complex, dynamic, systemic and global system, traditional approaches to handle this system by more linear approaches, have proved fruitless. You are required to model solutions more multidimensional, and therefore more flexible, dynamic and adaptable to change.

## - Governance Framework

- The “International Partnerships Governance Framework” sets 10 strategic dimensions and is also a Policy model on ongoing evaluation of the evolution of (inter) national Strategies for Partnerships. The comparative analysis of 10 Axes also allows reallocation of resources to more demanding areas or flexibly on reallocating resources between the various axes (priorities).
- The Framework itself can be used as an instrument for evaluation and international benchmarking, an evolutionary analysis of the 10 axes, consisting of an effective policy model and tool in the fields of International Partnerships.

### 10 Dimensions on Policy and Strategy for International Partnerships



- **Leadership Long-term (Vision).** The International partnership should define a policy for medium and long-term plan. In an integrated framework, design, implement and evaluate a strategy for International Partnerships over 10 years. Only with strong leadership, actors already identified in the areas of practice of the partnership, and at the highest level of governance will ensure sustainability as required.

- **Human Capital (Skills).** International Partnerships require multiple skills, from the military, technology and engineering, to economics and security to the sociology and psychology fields. Only human resources with professionalism, skills training and learning throughout life, will bring a successful sustainable strategy.
- **Private investment (Sustainability).** It should be noted that although responsibility of State and Government within international partnerships in setting Policy and leading the changes, which includes creating a favorable regulatory and legislative framework, a majority portion of the critical infrastructure of information exchange is within the realm of private property and interests. The adoption of funding models that take into account the private sector is therefore essential. Therefore, necessarily, private investment and active participation in the strategy for international partnerships are essential elements for sustainability and success.
- **Networks and Partnerships (Cooperation).** The infrastructure to support International Partnerships is most probably supported by electronic platforms. Whether technological networks or social networks that are supporting the flow of information and action by social actors also require that the point of view forward is to adopt a model of cooperation and strategic action within the network (partnership). Naturally, the International Partnerships Strategies cannot be confined to the network of national action, but should be extended to the international and global network.
- **Selective specialization (Strategy).** In small countries, open economies with scarce resources, as is the case in Portugal, only a selective strategy and expertise in strategic focus, will produce the desired impact. In this area, the extensive experience and pioneering innovation (which comes from the Henry and the Discoveries), or the historical expertise in the field of economic diplomacy and the Sea resources, can be vectors for a selective strategy (as a way of example with the Portuguese case).
- **Monitoring and Indicators (Evaluation).** Any strategy on International Partnerships must be rooted in a dynamic evaluation model that allows the continuous monitoring of indicators and to exploit opportunities. The monitoring framework represents the basis for evaluating the strategy implemented, as well as support for the adoption of corrective measures. Working within an international cooperation strategy, the evaluation system is still the most effective mechanism for enhancing cooperation.
- **International Excellence (Competitiveness).** The International Partnership Strategies develop naturally within a framework of competitiveness and cooperation. Both from the technological point of view, organization and people, international excellence should be considered as a strategic priority and conductive mechanism of actions and activities on the ground. Within this framework, the performance of Portugal in the international arena remains a strategic priority, which should be given utmost priority.
- **Internet and New Media (Infrastructure).** One factor that mostly contributes to make truly complex the issue of solid international partnerships assurance is the dynamic and permanent technological change of the infrastructure base. The progressive integration of markets and technology sectors of ICT (Information and Communication including Mobile), the Multimedia and New Media and Entertainment, will bring new threats but also new opportunities to all

dimensions of International Partnerships. Therefore, the Axis of strategic infrastructure will continue to be one of the drivers of the overall International Partnerships Governance Framework.

- **Territorial Innovation (Proximity).** For more extensive and broad impact, the territorial domain of international partnerships will remain a key local action and a proximity factor, which will always be a competitive advantage in assuring the social character and local nature of international partnerships. The activity in the regions and a truly national and international strategy will require a performance distributed through the territory even if the voice command is a national and centralized one. This distribution territory by ensuring “proximity” can benefit from extensive experience in Portugal for active collaboration.
- **Media and Society (Disclosure).** Finally, but no less important, and very relevant and perhaps crucial, factor is the disclosure of the (inter) national Partnerships Strategy. A selective strategy of communication and dissemination to the media, and necessarily specialized training and expertise in matters of international security, can and should be a priority. In this regard, the “form” can and should complement the “content” and it is a matter of mobilization of the traditional media and society in general. A forward based approach based on effective dissemination will drive sustainability and increase overall success rate of the International Partnerships Governance Framework (CGF).

In this concluding section, we examine a provocative model for the establishment and configuration of equilibrium within international partnerships.

The exact form and content of international partnership agreements is closely related with the specific nature of the agreement into question.

### “Dynamic Equilibrium Model” in Governance of International Partnerships



### **O<sub>A</sub> Optimal equilibrium for Partnership A (A<sub>1</sub>, A<sub>2</sub>... A<sub>n</sub>)**

### **O<sub>B</sub> Optimal equilibrium for Partnership B (or Partnership A at another Time, suitable for evolution of Partnerships over Time)**

The proposed model balances the self-interest of each partner involved (independent of the type of actor: e.g. individual partner, organisation, groups of organisations, nation or groups of nations) with the overall interest of the global partnership.

As demonstrated by the diagram, there are a number of “impossible areas” for establishment of the international partnership, for reasons of violating the possibility of expectation either of the overall global partnership, or expectations of individual partners. The possibility region is represented in the grey area.

In a similar fashion to finding the “Nash equilibrium”, herein it is proposed within an international partnership setting, that the optimal balance between individual partner’s strategies versus global partnership strategies will achieve the dynamic equilibrium.

We can detail the model by enriching the number of variables, which we shall take into consideration for weighing the strategy (either for individual partners, or for the global partnership). For instance, we can consider one, two or any reasonable number of variables (factors) involved in the computation of the optimal point for a specific partner... in terms of his own strategy for the partnership. The same reasoning goes for the overall global partnership.

The optimal equilibrium for a certain partner is obtained by balancing his own strategy with his expectation for the overall strategy of the partnership. By computing the whole set of optimal strategies we can configure a certain expectation for the partnership. Depending on negotiation between the partners, we can achieve an optimal equilibrium for the overall partnership.

The model also exemplifies its validity for being applied over time. In fact, one can model a certain partnership A as specifying the Partnership optimum for a certain period N, and partnership B as the same partnership, but in a certain period N + 1 or by same reasoning any period N + n.

So, in fact, we can use the model for analysis of evolution of Partnerships.

In a similar fashion, we can use the model for cross-section analysis, between different partnerships, for comparison of several Partnerships A, B, and so on.

By proposing this dynamic equilibrium model for the establishment and operation of international partnerships we intend to challenge the static paradigm of international partnerships.

Monitoring and evaluation of partnerships is also a key strategic area for exploration and further research. Naturally, the applicability of the theoretical approach in application scenarios is fundamental for testing the validity of the proposed approach.

The proposed model for equilibrium closes the above discussion on policy and strategies for international partnerships.

All of the above represent important issues for further research and open avenues for investigation.

## **In a way of Conclusion... for Science and Time**

Science has been from the very beginnings a global and international endeavour. We have provided significant evidence (quantitative and qualitative observations), which testify the collaborative and worldwide nature of science.

The scientific geniality of the individual (also demonstrated in this book e.g. by Rabiner's revolutionary contribution to speech and language and long-term impact in terms of Time as well as global span, inter-twins with the large scale impact of very large international partnerships... in between we have the formation and evolution of science collaborations.

We have also discussed how important is the combination of scientific specialities in the global enterprise of science. Over time, the interdisciplinary science has been strengthened and nowadays the worldwide collaborations span a variety of disciplines and specialties... the systemic nature of science requires a united effort between the science, physical and social sciences, altogether.

In the book we have also provided extended evidence of the transformation of science into the digital worlds. Collaborative tools bring together, and naturally, the collaborative nature of science. From newsgroups to today's social network tools, we have a plethora of infrastructures, which support the international and collaborative nature of science.

The Internet and World Wide Web provide novel and creative ways to create, distribute and use knowledge. At the forefront of these approaches, we have the scientific enterprise and international scientific communities. Universities and higher education institutions are moving into the digital ages. And while cumulative advantages are a cornerstone and standing on the shoulders of giants is still relevant, policy and strategies for the digital world have a definitive weight and are important for the coming future.

While scientific communities practice international partnerships on a day-to-day basis, we also attempt to provide models for the organization of international partnerships, as well as strategic orientations for organizing large scale and sustainable international partnerships. A model for the dynamic equilibrium of international partnerships is proposed, as lines for further inquiry, in the final part of the book.

But the most fundamental note to be taken from all evidence in the book is the criticality of *Time*. Only long-term and continuing relationships, collaborations and partnerships, survive the critical assessment of Time. A long-term vision and evolution of collaboration and partnerships is the only, necessary condition for the sustainable future of science... and by large, overall society.

In this regard, as witnessed in the very first chapter, reality of today's societal challenges, require the permanent and systemic inter-twining of science, technology and innovation, in a united whole, embracing evolving and dynamic international partnerships.

**Science and Time** is a global quest to provide worldwide citizenship. *Time* is a fundamental ingredient of the richness of Life. Scientific progress throughout long-term and constantly evolving time is the way forward for connecting civilizations.



**CHAPTER 4**  
**The United Nations Humanity Needs**  
**(1945-2025)**

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# The United Nations Humanity Needs. Assessment of United Nations Mandates 1945-2025

Alexandre Caldas, New York, December 2025

The three foundational mandates of the United Nations in 1945 were to maintain international peace and security, develop friendly relations among nations, and promote international cooperation to solve economic, social, cultural, or humanitarian problems and encourage respect for human rights. Based on these 3 foundational mandates we build a very executive style comparative analysis between 1945 and 2025 based upon the actual achievement of the 3 mandates. We compare the net achievements in terms of impact/relevance and effectiveness criteria, with “the UN Humanity Needs in terms of future on humanity, peace, and development”, particularly assessing impact in the Poorest Nations and Small Island Developing States. Finally, a Reform Mandate of the UN based upon “One Humanity” principles is proposed.

## ABSTRACT

Eighty years after its establishment, the United Nations has achieved near-universal legitimacy and constructed an extensive diplomatic, normative, and operational architecture. However, this Policy Paper finds that the UN has **failed to deliver commensurate impact where global need has been greatest**—in the world’s poorest nations and Small Island Developing States (SIDS). Using a KPI-based assessment of **Impact/Relevance** and **Effectiveness** across the UN’s three foundational mandates—international peace and security, friendly relations among nations, and international cooperation and human rights—the analysis reveals a widening gap between mandate intent and lived outcomes.

The findings demonstrate that while the UN remains highly relevant in principle, its operational focus, financing models, and political incentives have systematically prioritized geopolitical stability, consensus management, and middle-income trajectories over structural transformation in the most vulnerable states. For SIDS and the poorest nations, UN engagement has largely managed crises and vulnerability rather than prevented them, normalized humanitarian dependence rather than built resilience, and emphasized procedural equality over equitable outcomes.

The paper concludes that the UN’s central shortcoming is not a deficit of mandates, data, or institutional capacity, but a persistent **failure of focus, prioritization, and enforceable commitment**. In response, it advances a **One Humanity Reform Doctrine**, calling for a doctrinal realignment of multilateralism toward human security, asymmetric prioritization based on vulnerability, guaranteed delivery of global public goods, and outcome-based accountability—without which the UN risks continued relevance in form but declining legitimacy in function for the humanity it was created to serve.

## INTRODUCTION

The United Nations was founded in 1945 with a moral and political promise: that the devastation of global war would give rise to a system capable of safeguarding peace, advancing cooperation, and promoting human dignity for all peoples. Embedded within this promise was an implicit commitment to those nations least able to protect themselves from

conflict, poverty, and systemic shocks. Eight decades later, that commitment remains **largely unfulfilled for the poorest countries and Small Island Developing States**.

While the UN has expanded in membership, mandates, and technical sophistication, the distribution of its impact has been profoundly uneven. The countries most exposed to conflict, climate risk, food insecurity, and debt distress are the same countries that were vulnerable decades ago. For many SIDS and least developed countries, the UN has been a forum for advocacy rather than a vehicle for transformation—producing declarations, frameworks, and conferences without commensurate delivery of protection, resilience, or sustained development finance.

This Policy Paper therefore moves beyond institutional self-assessment and asks a more consequential question: **has the UN materially changed the structural trajectory of the poorest nations and SIDS over 80 years?** Using KPI-based impact and effectiveness criteria, the analysis demonstrates that despite extensive knowledge of vulnerability and risk, the UN system has failed to prioritize prevention, resilience, and long-term prosperity for these countries. In doing so, it has allowed humanitarian response to substitute for development, and crisis management to substitute for justice and equity.

## ANALYSIS

### I – Comprehensive Analysis between 1945 and 2025 in the Execution of 3 foundational mandates of the UN

Below is a more realistic, KPI-driven and intentionally critical assessment of the UN’s three 1945 mandates, comparing design intent (1945 baseline) to delivered impact (2025 reality). I use two KPI layers per mandate:

- **Impact/Relevance indicators:** whether the mandate is being met in outcomes that matter (lives saved, conflict reduced, rights realized, human security improved).
- **Effectiveness criteria:** whether UN instruments convert authority + resources into results (speed, coverage, compliance, enforceability, sustainability).

#### Mandate 1 — Maintain international peace and security

##### Impact / Relevance KPIs (Outcome-level)

##### 1. Conflict prevalence (state-based conflicts)

- 1945 intent: reduce recurrence of major war through collective security.
- 2025 reality KPI: conflicts are at historic highs—UCDP recorded 61 state-based conflicts in 2024 (highest since 1946), with 11 wars (≥1,000 battle deaths). [Uppsala University](#)

Relevance verdict: mandate remains maximally relevant; outcome trend is adverse.

##### 2. Human cost and displacement from conflict

- 2025 reality KPI: forced displacement is at extraordinary scale—UNHCR reports 117.3 million forcibly displaced at end-June 2025 (mid-year trends). [ReliefWeb+1](#)
- Relevance verdict: persistent large-scale human insecurity signals failure to prevent/contain.

### 3. Civilian protection in active theatres

- Proxy KPI: repeated large humanitarian crises in active conflicts and mass displacement; UN appeals are underfunded, reducing protective capacity. Reuters reports 2025 humanitarian funding at decade-low levels (12B received of 47B requested), and a reduced 2026 appeal despite record needs. [Reuters](#)  
Relevance verdict: protection outcomes are constrained by both access politics and financing.

#### **Effectiveness criteria (Conversion of mandate → results)**

##### A) Decisiveness / enforceability in major-power-aligned conflicts

- Structural KPI: veto remains a binding constraint; the UN has improved transparency (GA debates after veto) but not enforceability. [United Nations Press+1](#)

Effectiveness verdict: high legitimacy, limited coercive capability when P5 interests diverge.

##### B) Operational capacity (peace operations scale)

- Capacity KPI: UN peacekeeping still deploys significant personnel (about 61k uniformed personnel mid-2025) and remains comparatively low-cost relative to global military spending; budget ~\$5.6B for 2024/25. [United Nations Peacekeeping+1](#)

Effectiveness verdict: strong “field platform,” but mandates and political backing often insufficient for decisive outcomes.

##### C) Sustainability / exits

- Effectiveness KPI: mixed transitions; recurrent relapses and mission drawdowns without durable political settlements in several contexts (pattern-level critique).  
Effectiveness verdict: the UN is better at containment and mitigation than conflict resolution.

#### **Net assessment (Mandate 1):**

- Impact: poor against core prevention goals (conflict levels at record highs; displacement enormous). [Uppsala University+1](#)
- Effectiveness: strong operational platform, weak enforcement and inconsistent political strategy alignment.

#### **Mandate 2 — Develop friendly relations among nations**

This mandate is often misunderstood: it is not “good feelings,” it is durable interstate cooperation and peaceful dispute management.

#### **Impact / Relevance KPIs (Outcome-level)**

1. Universality of membership / diplomatic inclusion

- KPI: UN grew from 51 Members (1945) to 193 Members—near-universal diplomatic forum. [Wikipedia](#)

Relevance verdict: a major institutional achievement; absence of the UN would worsen diplomatic fragmentation.

## 2. Use of peaceful dispute settlement mechanisms

- KPI: ICJ utilization has increased over time: 201 cases entered (1947–18 Sep 2025) and reports of 23 contentious cases pending indicate demand for adjudication. [International Court of Justice+1](#)

Relevance verdict: states still seek legal pathways, but only when politically tolerable.

## 3. Interstate cooperation density (treaties and regimes)

- KPI: UN Secretary-General is depositary of 560+ multilateral treaties, reflecting deepened cooperative architecture. [United Nations Treaty Collection+1](#)

Relevance verdict: the system is strong on norm-setting and regime-building.

### Effectiveness criteria

#### A) Compliance and enforcement of rulings/commitments

- KPI logic: treaties and judgments exist, but enforcement is often political; compliance is uneven by power asymmetry and strategic interest. (ICJ has no police power; compliance is political.) [Wikipedia](#)

Effectiveness verdict: high normative density, moderate-to-low compliance certainty.

#### B) De-escalation throughput

- KPI proxy: high conflict prevalence suggests diplomacy is not consistently converting into de-escalation in today's geopolitical climate. [Uppsala University](#)  
Effectiveness verdict: the UN remains the venue, but not the decisive broker in many major crises.

### Net assessment (Mandate 2):

- Impact: strong on universality and institutionalized diplomacy; weaker on delivering predictable cooperative security in polarized geopolitics. [Wikipedia+1](#)
- Effectiveness: excellent “platform creation,” limited “behavior change” when interests clash.

## Mandate 3 – Promote international cooperation (economic / social / cultural / humanitarian) and encourage respect for human rights

### Impact / Relevance KPIs (Outcome-level)

#### 1. Development trajectory (SDG progress as a system-wide KPI)

- KPI: UN's own SDG reporting finds only ~17% of SDG targets on track, nearly half minimal/moderate progress, and over one-third stalled or regressing. [UNSD+1](#)

Relevance verdict: development cooperation mandate is more relevant than ever; progress is structurally insufficient.

## 2. Humanitarian coverage versus need

- KPI: financing gap is explicit—UN cut the 2026 appeal to \$23B while needs exceed 250M people; 2025 funding described as the lowest in a decade (12B of 47B requested). [Reuters](#)

Relevance verdict: the system is increasingly triage-based; impact is constrained by resource scarcity and access.

## 3. Forced displacement (as a composite failure indicator across development, rights, and security)

- KPI: 117.3M forcibly displaced mid-2025—signals humanitarian, governance, and protection breakdowns. [ReliefWeb](#)

Relevance verdict: large-scale protection and livelihood systems are failing in multiple regions.

## 4. Human rights institutionalization (norm adoption vs realization)

- KPI: “system build” is strong: 9 core international human rights instruments, treaty bodies, and high participation—OHCHR notes all UN members have ratified at least one core treaty and 80% have ratified four or more. [OHCHR+1](#)
- Relevance verdict: norms are universalized; real-world compliance is the shortfall.

### Effectiveness criteria

#### A) Implementation capacity (money, access, delivery)

- KPI evidence: humanitarian underfunding is now structural; UN appeals are being reduced to match donor realities rather than needs. [Reuters](#)

Effectiveness verdict: system effectiveness is increasingly bounded by donor politics and fragmentation.

#### B) Accountability leverage (rights)

- KPI: treaty ratification is high, but enforcement is primarily reputational and political; results vary widely by country and crisis. [binternet.ohchr.org+1](#)

Effectiveness verdict: strong reporting/monitoring; weak compulsory correction mechanisms.

#### C) Coherence (system coordination across agencies)

- KPI proxy: SDG stagnation since 2020 is attributed to shocks and conflicts; coordination exists but doesn't offset macro headwinds without financing and political alignment. [UNSD+1](#)

Effectiveness verdict: coordination is necessary but not sufficient; the constraint is political economy.

### **Net assessment (Mandate 3):**

- Impact: measurable underperformance versus global goals; humanitarian and displacement indicators are alarming. [UNSD+2ReliefWeb+2](#)
- Effectiveness: world-class norm-setting and convening; delivery is increasingly “rationed” by funding, access, and geopolitics.

### **Executive synthesis: what changed from 1945 to 2025**

#### **1945 (design reality)**

- The UN was built to function on an assumption: great-power cooperation would be frequent enough to make collective security credible, and that cooperation + rights norms would reduce the drivers of war. [United Nations Peacekeeping+1](#)

#### **2025 (operational reality)**

- The UN has become a high-capacity platform (peace operations, treaties, SDGs, rights institutions, diplomacy). [United Nations Peacekeeping+2](#)[United Nations Treaty Collection+2](#)
- But it is politically and fiscally constrained precisely where impact matters most: enforcement in major conflicts, protected humanitarian access, and scalable financing for development/human security. [Uppsala University+1](#)

## II – United Nations Mandate Scorecard

### Foundational Mandates vs. 2025 Reality

#### Mandate 1 — Maintain International Peace and Security

KPI	What it Measures	Impact / Relevance (1-5)	Effectiveness (1-5)	Executive Diagnosis
Global conflict prevalence	Number and intensity of armed conflicts	1	2	Conflicts and wars at post-1945 highs; prevention function materially failing. UN reacts more than it prevents.
Civilian protection & displacement	Lives protected; forced displacement levels	1	2	Massive displacement signals inability to shield civilians in modern conflicts.
Collective security enforcement	Ability to act decisively against aggression	2	1	Veto power structurally blocks enforcement in great-power or proxy wars.
Peace operations effectiveness	Containment, stabilization, durable exits	3	3	Strong field platform, but mandates and political backing insufficient for durable peace.

#### Mandate 1 Aggregate Score

- Impact/Relevance: 1.75 / 5
- Effectiveness: 2.0 / 5

Bottom line:

The UN remains indispensable for mitigation and legitimacy, but it is not delivering on the core promise of conflict prevention. The system is structurally constrained where it matters most.

#### Mandate 2 — Develop Friendly Relations Among Nations

KPI	What it Measures	Impact / Relevance (1-5)	Effectiveness (1-5)	Executive Diagnosis
Universality of diplomatic forum	Inclusion of states in multilateral diplomacy	5	4	Near-universal membership is a major success; absence of UN would worsen fragmentation.
Peaceful dispute settlement usage	Use of ICJ, mediation, arbitration	3	3	States use legal/diplomatic tools selectively; effective when politics allow.

KPI	What it Measures	Impact / Relevance (1-5)	Effectiveness (1-5)	Executive Diagnosis
Interstate cooperation density	Treaties, regimes, norms	4	3	Normative architecture is deep; compliance varies by power asymmetry.
De-escalation conversion rate	Diplomacy reduced tensions	2	2	UN often hosts dialogue but lacks leverage to change state behavior in polarized geopolitics.

### Mandate 2 Aggregate Score

- Impact/Relevance: 3.5 / 5
- Effectiveness: 3.0 / 5

Bottom line:

The UN excels as a platform for diplomacy and norm-building, but is increasingly weak as a mechanism for strategic de-escalation in a multipolar, competitive world.

### Mandate 3 — Promote International Cooperation & Human Rights

KPI	What it Measures	Impact / Relevance (1-5)	Effectiveness (1-5)	Executive Diagnosis
Development outcomes (SDGs)	Poverty, health, education, resilience	2	2	Most SDG targets off-track; cooperation insufficient against scale of shocks and inequality.
Humanitarian coverage vs. needs	People assisted vs. people in need	1	2	Chronic underfunding forces triage; system manages scarcity, not solutions.
Human rights realization	Rights enjoyed in practice	2	2	Norms universalized; compliance uneven and enforcement largely reputational.
System coordination & delivery	Ability to act coherently at scale	3	3	Technically strong system; politically and financially constrained.

### Mandate 3 Aggregate Score

- Impact/Relevance: 2.0 / 5
- Effectiveness: 2.25 / 5

Bottom line:

The UN has built the world's most comprehensive cooperation and rights architecture, but delivery is rationed by funding, access, and geopolitics—producing widening gaps between promises and lived realities.

## Overall Mandate Performance Snapshot (2025)

Mandate	Impact / Relevance	Effectiveness	Strategic Interpretation
Peace & Security	Low	Low-Moderate	Operationally capable, politically constrained
Friendly Relations	Moderate-High	Moderate	Strong platform, weak leverage
Cooperation & Human Rights	Low-Moderate	Low-Moderate	Normatively strong, delivery-limited

### Executive Conclusion (Hard Truth)

**1945 UN** = a political architecture designed for cooperation among great powers.

**2025 UN** = a high-capacity global service platform operating in an era of fragmentation, veto politics, and chronic under-financing.

The U has not failed institutionally—it has outgrown its original political assumptions. Its weakest scores align precisely where sovereign power, enforcement, and financing are decisive.

### III – SIDS & Poorest Nations – 80 Years of Missed Prioritization

#### 1. The structural paradox: “special recognition” without structural priority

Since its founding, the United Nations has repeatedly acknowledged the *special circumstances* of the poorest nations and, later, of Small Island Developing States (SIDS). Dedicated categories, conferences, vulnerability indices, and action plans have proliferated. Yet after 80 years, this recognition has **not translated into sustained structural advantage, protection, or accelerated development outcomes** for these countries.

The core paradox is that while the UN system formally treats all Member States as sovereign equals, it has failed to operationalize **asymmetric prioritization** based on vulnerability, exposure, and intergenerational risk. As a result, the countries with the least capacity to absorb shocks—conflict, climate, pandemics, debt—remain the most exposed, while UN resources, attention, and political capital continue to be allocated primarily in response to geopolitical salience rather than human need.

#### 2. Peace and security: chronic fragility without durable exits

For the poorest and most fragile states, the UN’s peace and security engagement has been **prolonged but rarely transformative**. Many of these countries have hosted peacekeeping or political missions for decades, yet remain trapped in cycles of instability, weak institutions, and economic exclusion.

The UN has demonstrated capacity for conflict containment, election support, and humanitarian coordination, but it has consistently failed to link peace operations to **long-term economic sovereignty, institutional resilience, and regional integration**. As a result, peacekeeping has too often become an open-ended management tool rather than a bridge to durable peace—particularly in low-income countries with limited fiscal and political leverage.

For SIDS, the failure is different but equally severe: the UN security architecture remains overwhelmingly state-centric and conflict-centric, offering **no binding protection mechanisms** against existential climate threats that directly undermine sovereignty, territory, and statehood.

#### 3. Development and humanitarian action: managing poverty instead of ending it

In development and humanitarian domains, the UN system has become exceptionally skilled at **managing vulnerability**, but far less effective at **eliminating its structural causes**. The poorest countries and SIDS are disproportionately represented among those permanently reliant on humanitarian assistance, debt relief cycles, and short-term project finance.

Despite decades of development frameworks—from MDGs to SDGs—these countries continue to experience stagnant productivity, limited value addition, high debt burdens, and extreme exposure to external shocks. UN programming has emphasized inclusivity, reporting, and coordination, but has lacked the scale, predictability, and financial leverage required to fundamentally alter development trajectories.

For SIDS, the failure is especially stark: despite being among the least contributors to global emissions, they face disproportionate climate damage. Yet loss-and-damage financing, concessional access, and debt restructuring have remained **slow, voluntary, fragmented, and politically negotiated**, rather than automatic, rules-based, and commensurate with risk.

#### 4. Human rights and voice: formal equality masking material inequality

The UN's human rights system has succeeded in universalizing norms and monitoring mechanisms, but for the poorest nations and SIDS, **rights recognition has not translated into rights realization**. Chronic underdevelopment, climate displacement, and economic precarity undermine the practical enjoyment of rights long before formal violations occur.

Moreover, while all states have equal formal standing within the UN, the poorest and smallest states exercise **disproportionately limited influence** over agenda-setting, financing priorities, and enforcement decisions. The result is a system in which those most affected by global decisions are often those least able to shape them.

#### 5. The net failure: absence of focus, priority, and accountability

The central failure of the United Nations with respect to SIDS and the poorest nations is not informational, normative, or technical—it is a failure of **focus and priority**. Vulnerability has been documented exhaustively, yet it has not driven binding decisions on resource allocation, institutional reform, or enforcement.

Across 80 years, the UN has repeatedly chosen **universality over equity, process over outcomes**, and **consensus over urgency**. The consequence is a multilateral system that reacts to crises in the poorest countries but does not prevent them; that assists after disasters but does not protect before they occur; and that speaks of solidarity while tolerating structural neglect.

#### 6. Implications for humanity's future

This failure has implications far beyond SIDS and the poorest nations themselves. These countries are the **frontline of humanity's future risks**—climate collapse, forced migration, state fragility, and cascading humanitarian crises. By failing to prioritize them decisively, the UN has weakened not only its moral authority, but its strategic relevance to global stability and sustainability.

If the United Nations is to remain credible in its ninth decade, it must move from rhetorical recognition of vulnerability to **institutionalized prioritization**—with protected financing, enforceable commitments, and outcome-based accountability explicitly centered on SIDS and the poorest nations. Without this shift, the UN's promise to serve "We the Peoples" will remain least fulfilled where it matters most.

## IV – UN Reform Mandate Proposal

### The *One Humanity* Reform Doctrine

The assessment presented in this Policy Paper leads to an unavoidable conclusion: the United Nations cannot meet humanity’s future needs through incremental reform of legacy structures. The scale of global inequality, climate disruption, conflict, and displacement—disproportionately borne by the poorest nations and Small Island Developing States (SIDS)—requires a **doctrinal shift** in how multilateralism defines purpose, priority, and success.

The *One Humanity Reform Doctrine* reframes the United Nations not primarily as a forum of sovereign equality, but as a **system of shared responsibility for human survival, dignity, and opportunity**. Under this doctrine, universality of membership is preserved, but **equity of impact becomes the governing principle**. Those facing the highest levels of structural vulnerability and existential risk must receive the highest level of collective protection, investment, and institutional attention.

First, *One Humanity* redefines international peace and security as **human security**. Armed conflict, climate collapse, debt insolvency, food insecurity, and mass displacement are treated as interconnected threats to peace. For SIDS and the poorest nations, this doctrine mandates anticipatory action—automatic access to resilience financing, preventive deployments, and binding protection measures—before crises escalate into humanitarian or security emergencies.

Second, *One Humanity* replaces fragmented assistance with **guaranteed global public goods delivery**. Basic climate resilience, health security, food systems, energy access, digital connectivity, and education are no longer discretionary development outcomes but collective obligations. Financing mechanisms must be predictable, vulnerability-based, and shielded from geopolitical conditionality, ensuring that the poorest and most exposed societies are not perpetually left to manage global shocks they did not create.

Third, *One Humanity* establishes **asymmetric prioritization** as a formal operating rule of the UN system. Equality of voice is maintained, but equality of allocation is explicitly rejected where it perpetuates injustice. Mandates, budgets, and performance metrics are weighted toward reducing vulnerability, dependency, and intergenerational risk among SIDS and the poorest nations.

Finally, *One Humanity* introduces **outcome-based accountability** as the measure of UN legitimacy. Success is no longer defined by resolutions adopted or processes completed, but by demonstrable improvements in human security, resilience, and prosperity where conditions are worst. If vulnerability persists or worsens in the poorest countries, the system must be deemed underperforming regardless of procedural compliance.

The *One Humanity Reform Doctrine* thus restores the moral and strategic core of the United Nations: not neutrality between unequal conditions, but **solidarity translated into measurable protection and progress**. Without this doctrinal realignment, the UN risks entering its next decade as a well-intentioned institution that continues to manage global disorder rather than prevent it—failing most profoundly those whose futures are most at risk.

## CONCLUSION

The evidence presented in this assessment is unequivocal: **for the poorest nations and Small Island Developing States, the net impact of 80 years of United Nations action has been insufficient, inconsistent, and structurally misaligned with need**. Despite repeated acknowledgment of special circumstances, vulnerability indices, and tailored frameworks,

these countries remain disproportionately exposed to conflict, climate shocks, debt distress, and humanitarian dependence—often with little durable improvement in resilience or prosperity.

Across all three foundational mandates, a consistent pattern emerges. In peace and security, fragile states continue to host prolonged missions without sustainable political or economic exits, while SIDS remain effectively unprotected against existential climate threats. In friendly relations among nations, formal sovereign equality has not translated into equitable influence or protection for small and poor states within global decision-making. In development, humanitarian action, and human rights, the UN has institutionalized a model of permanent assistance rather than structural transformation, managing vulnerability instead of eliminating its root causes.

This outcome reflects a systemic failure of **priority-setting**, not of purpose. Over eight decades, the UN has repeatedly favored universality over equity, process over outcomes, and consensus over urgency. Resources have followed geopolitical relevance rather than human vulnerability; attention has surged during crises and receded during recovery; and institutional success has been measured by activities and outputs rather than by sustained reductions in risk, dependency, and inequality.

If the United Nations is to remain credible and effective in its ninth decade, it must abandon the assumption that equal treatment produces fair outcomes. The future of multilateralism must be explicitly **people-centered and asymmetric**, prioritizing those at the frontline of humanity's greatest risks. The *One Humanity Reform Doctrine* articulated in this paper offers a necessary recalibration: redefining peace as human security, establishing vulnerability-based prioritization, guaranteeing delivery of essential global public goods, and anchoring legitimacy in measurable impact rather than procedural compliance.

Without such a doctrinal shift, the UN risks continuing as a well-intentioned but structurally inadequate institution—most profoundly failing those whose survival, dignity, and future depend on multilateral action the most.

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## **CHAPTER 5**

### **Blueprint for UN Reinvention (2025-2030)**

# One UN for One Humanity on One Planet

## **Blueprint for the Future of the United Nations (2025–2030): A Strategy for Restructuring and Programmatic Integration. From *UN Reform* to *UN Reinvention*.**

Alexandre Caldas, December 2025

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**Chapter 1.** Roadmap, Strategic Goals, Principles, Institutional Restructuring Plan, Programmatic Integration Plan

**Chapter 2.** Efficiency, Effectiveness & Impact Action Plan (2025–2030)

**Chapter 3.** UN 2.0 – The Future UN Humanity Needs. Impact and risk assessment of the Future(s) for the United Nations of People, Places and Planet

## **Chapter 1. Roadmap, Strategic Goals, Principles, Institutional Restructuring Plan, Programmatic Integration Plan**

### **Executive Summary**

Humanity stands at a crossroads, with over 8 billion people inhabiting one interconnected planet, yet facing unprecedented humanitarian, peace and security, development, and governance challenges. The current structure of the United Nations—fragmented across more than 67 agencies, funds, and programmes—is increasingly viewed as ineffective and outdated. This roadmap provides a comprehensive restructuring and programmatic integration strategy for the next five years (2025–2030), rooted in the five foundational pillars of the UN: peace and security, humanitarian action, sustainable development, international rule of law, and human rights.

### **Strategic Goal**

This document is a strategic **Blueprint for the Future of the United Nations**, focused on institutional **restructuring** and **programmatic integration** over the next 5 years. This plan aims to strengthen the UN's ability to respond to 21st-century challenges through the fusion of its 67+ agencies, funds, and programmes across its five foundational pillars.

## I – Foundational Principles for Reform

- **Systemic Coherence:** Overcome institutional fragmentation and align goals, operations, and reporting mechanisms.
- **Universal Legitimacy:** Enhance transparency, representativeness, and accountability to global citizens.
- **Mission-Driven Efficiency:** Streamline operations to reduce overlap and administrative waste.
- **Digital Transformation:** Leverage AI, data, and digital platforms to modernize UN functions.
- **Global Equity:** Ensure reforms address systemic inequalities and reflect regional diversity.

## II – Institutional Restructuring Plan

### A) Cluster-Based Integration Model

The UN will consolidate over 67 entities into **five core Clusters**:

UN Pillar	New Cluster Name	Entities Merged
Peace and Security	UN Peace & Security Nexus (UN-PSN)	DPO, DPPA, UNODA, UNOPS (security arm)
Humanitarian Action	UN Humanitarian Response Cluster (UN-HRC)	OCHA, UNHCR, WFP, IOM, UNICEF (emergency wing)
Sustainable Development	UN Sustainable Futures Alliance (UN-SFA)	UNDP, UNEP, UN-Habitat, IFAD, FAO, UNCTAD
International Rule of Law	UN Justice & Governance Cluster (UN-JGC)	UNODC, OHCHR, UNICRI, DESA (governance wing)
Human Rights & Inclusion	UN Rights & Equity Cluster (UN-REC)	UN Women, UNFPA, UNESCO, ILO, UNAIDS

### B) Cross-Cutting Integration Offices (and Secretariat)

- Global Digital Governance Office (merging ITU, UNITAR, UNIC)
- UN Knowledge & Foresight Hub (integrating UNU, data labs)
- UN Innovation & Crisis Accelerator (UNICA)

### C) Governance Reform Measures

- Revise UNSC membership to include permanent seats for Africa, Latin America, West Asia, Asia Pacific and a civil society representative.
- Transform ECOSOC into a Global Economic Coordination Council.
- Consolidate G77 and OECD-style groupings into a Global Development Assembly.

### **III – Programmatic Integration Plan (2025–2030)**

#### **Five-Year Milestones**

<b>Year</b>	<b>Key Actions</b>
2025	Launch "One UN" integration framework; appoint Integration Commissioners
2026	Amend Charter to allow legal cluster consolidation
2027	Operationalize Clusters and unified delivery systems
2028	Deploy real-time digital monitoring dashboards for all programs
2029	Global review conference to codify UN Charter 2.0
2030	One UN 2.0 fully operational

### **IV – Strategic Program Priorities by Pillar**

#### **1. Peace and Security**

- Unified Peace Missions Platform
- Regional Peacebuilding Hubs (Africa, Asia, Latin America)
- AI-enabled early warning systems

#### **2. Humanitarian Action**

- Global Humanitarian-Digital ID system
- Anticipatory Action Framework
- Decentralized logistics hubs

#### **3. Sustainable Development**

- Green Transition Compact
- Universal Basic Services pilots
- Global Youth Skills Pact

#### **4. Rule of Law**

- Strengthened ICC mandate
- Global AI/Cyber Law Framework
- New charter principles for digital sovereignty

## **5. Human Rights and Equity**

- Global Equity Index
- Inclusive UN programs (youth, women, indigenous peoples)
- Risk-indexing for rights violations in trade/finance systems

## **V – Financing the Reform Agenda**

- **Global Solidarity Tax** (on financial transactions and fossil fuel exports)
- **Public-Private Partnerships** for infrastructure
- **Administrative Efficiency Savings** (30% target from duplication and bureaucracy reduction)

## **VI – Accountability and Monitoring**

- **Global Accountability Council** (independent oversight body)
- **Annual UN Reform Scorecard** to General Assembly
- **Open Dashboards** for public transparency

## **Conclusion: Toward a 21st Century United Nations**

The UN must act boldly to reclaim its relevance in a rapidly changing world. This roadmap provides a practical, values-based blueprint to forge a stronger, leaner, and more legitimate United Nations. One that matches the scale of today's global challenges with the clarity, unity, and urgency they demand.

## Chapter 2. Efficiency, Effectiveness & Impact Action Plan (2025–2030)

### Efficiency, Effectiveness & Impact Action Plan (2025–2030)

**Objective:** “Do More with Less—Smarter, Leaner, Stronger UN”

#### Summary

Here is a proposed **Efficiency, Effectiveness, and Impact Action Plan** for the United Nations, leveraging the **A. UN Fusion Model** and **B. Cross-Cutting Offices**, structured around the **5 Pillars and Clusters**. The plan prioritizes administrative streamlining—including a **significant reduction of high-level posts** (USG, ASG, D-2, D-1)—while enhancing delivery capacity, accountability, and field impact.

#### I. Administrative Streamlining Plan

##### A. Executive-Level Role Consolidation

Grade	Current Estimated Positions (across 67+ entities)	Target by 2030	Reduction (%)	Rationale
USG (Under Secretary-General)	~130	50	↓ 60%	Merge top leadership across clusters
ASG (Assistant Secretary-General)	~290	100	↓ 65%	Convert many ASG roles into D-2 within clusters
D-2	~1,200	600	↓ 50%	Merge HQ roles, reduce duplications
D-1	~2,600	1,300	↓ 50%	Delegate authority to field leaders and tech-enabled units

##### B. Cluster-Based Leadership Consolidation

- **One Executive Cluster Lead per Pillar**, rotating by region every 4 years.
- Merge HQ-based regional directors across agencies into single Regional Cluster Directors.
- Use AI-assisted knowledge platforms to replace mid-tier management-heavy roles with smart coordination tools.

##### C. Abolished/Converted Structures

Structure	Action
Separate HQ units per agency	Merge into shared Cluster HQs (1 per cluster)
Multiple comms/admin/HR/finance units	Integrate under single Global Shared Services Centre (GSSC)

<b>Structure</b>	<b>Action</b>
Legacy interagency boards	Replace with Unified Cluster Councils (advisory + decision-making)

## **II. Effectiveness Measures**

### **A. Performance-Driven Programming**

- **Unified Program Delivery Teams** (UPDTs) deployed per country or region.
- All Clusters use a shared **Results & Impact Framework** (linked to SDGs and Human Rights indicators).
- Integrate AI to analyze real-time data and reallocate resources based on need and outcome.

### **B. Field-Centric Authority and Budgeting**

- 40% of HQ-based budgets reallocated to country-level delivery systems by 2027.
- UN Resident Coordinators empowered as **Cluster Integration Managers**.
- Establish **Cluster-based Pooled Country Funds** (e.g. for peacebuilding, crisis response).

## **III. Impact Acceleration Tools**

### **A. Cross-Cutting Digital Platforms**

<b>Office</b>	<b>Key Tool</b>	<b>Function</b>
Digital Governance Office	UN Digital Mission Control	Unify data, decisions, dashboards
UN Knowledge & Foresight Hub	UN Data Commons	Predictive analytics, anticipatory action
UN Innovation & Crisis Accelerator (UNICA)	Crisis Sandbox Labs	Field-test and scale up innovation

### **B. People-Centered Systems**

- Unified **Humanitarian-Digital ID** and **Global Benefits Tracker** for beneficiaries.
- **Equity Impact Scorecards** for every major program (gender, youth, climate, justice metrics).
- Streamlined grievance redressal mechanism linked to the **Global Accountability Council**.

## **IV. Projected Gains by 2030**

Area	Metric	Projected Outcome
Administrative Costs	% of Total Budget	↓ from ~38% to <20%
Decision-making Time	Avg. time per interagency decision	↓ by 75% (from months to days)
Staff Footprint	HQ vs Field Staff Ratio	Shift to 30:70 (from current 55:45)
Program Delivery Time	From funding to field action	↓ by 60%
Beneficiary Reach	# of people served annually	↑ by 40% using integrated delivery models
Environmental Footprint	Emissions from UN operations	↓ 50% via green HQs, virtual work, and local procurement

## V. Incentives, Buy-in and Change Management

- **Voluntary Retirement + Talent Reprofiting Program** for D-level staff.
- **Performance Contracts** for USG/ASG roles tied to inter-cluster cooperation metrics.
- **Leadership Accountability Index** publicized annually.
- Internal **One UN Leadership Academy** to upskill mid-level staff for new integrated roles.

## VI. Governance and Oversight

- All efficiency actions audited annually by the **Global Accountability Council**.
- Real-time public dashboards on **personnel footprint, delivery metrics, and expenditures**.
- Each Cluster submits a **“Transformation Progress Report”** to ECOSOC and the GA every year.

## Annexes: Matrix table, Visual Dashboard and Infographic

### 1) Matrix Table: UN Reform Action Plan (2025–2030)

Dimension	Focus Area	Current State (2025)	Target Outcome (2030)	Key Reform Action
Efficiency	Senior Leadership Footprint	130 USG, 290 ASG, 1,200 D-2, 2,600 D-1	50 USG, 100 ASG, 600 D-2, 1,300 D-1	Consolidate via cluster leads, shared services, voluntary exits
	Administrative Overhead	~38% of total budget	<20% of budget	Merge support services, digitize management systems

Dimension	Focus Area	Current State (2025)	Target Outcome (2030)	Key Reform Action
Effectiveness	Interagency Structures	67+ agency-specific systems	5 integrated clusters + 3 cross-cutting offices	Abolish overlapping boards, create unified cluster councils
	Decision Speed	Multi-month delays for joint action	Days or real-time	Real-time dashboards, integrated delivery teams
	Program Planning & Results	Agency-based results reporting	Unified impact & SDG-aligned frameworks	One UN impact framework shared across clusters
Impact	Resource Allocation	HQ-heavy and slow field disbursements	70% of funds directly managed in-country	Empower Resident Coordinators as Cluster Managers
	Beneficiary Reach	Fragmented, duplicative responses	+40% increase in effective outreach	Unified program rollouts, pooled country funds
	Time to Deliver Programs	Long procurement cycles, low responsiveness	↓ 60% program-to-beneficiary time	Decentralized delivery, anticipatory action frameworks
	Environmental Footprint	High emissions, travel, paper use	↓ 50% through digital operations, green offices	Virtual missions, local procurement, emissions tracking

## 2) Visual Dashboard Design Outline




**Title:** “UN 2.0: Efficiency, Effectiveness & Impact Monitor”

### Top-Level View (Tabs or Filters):

- Global | Regional | Cluster | Country

### Dashboard Sections:

#### A. Personnel & Structure Metrics

-  Reduction in USG/ASG/D-2/D-1 positions (with interactive graphs)
-  # of merged HQ locations per cluster
-  Shared service coverage (admin, HR, logistics, IT)

## B. Programmatic Performance

- 📁 % of programs aligned with unified Results Framework
- 📍 Field-led program ratio (% budget and projects managed locally)
- ⌚ Average delivery time (pre- vs post-reform)

## C. Impact & Public Benefit

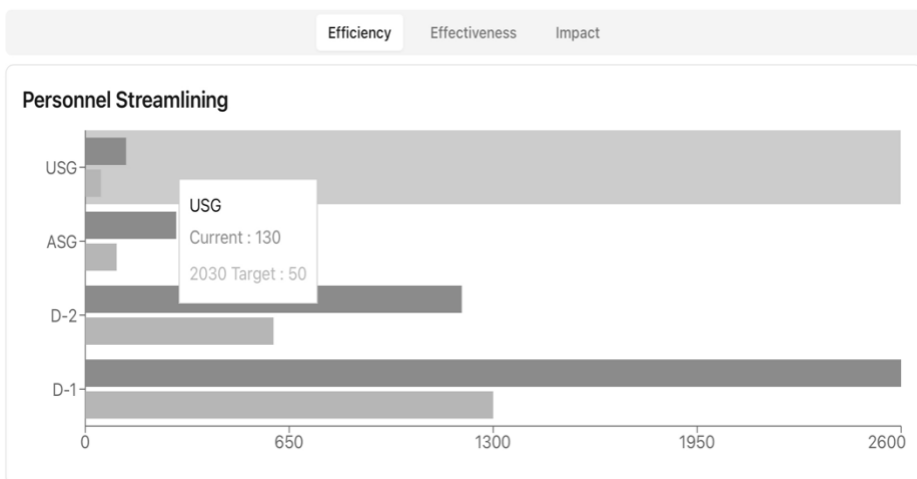
- 👥 Beneficiaries reached (interactive heat map)
- ♻️ Emissions reductions by operation type (field vs HQ)
- ✅ Real-time SDG alignment tracker

## D. Governance & Accountability

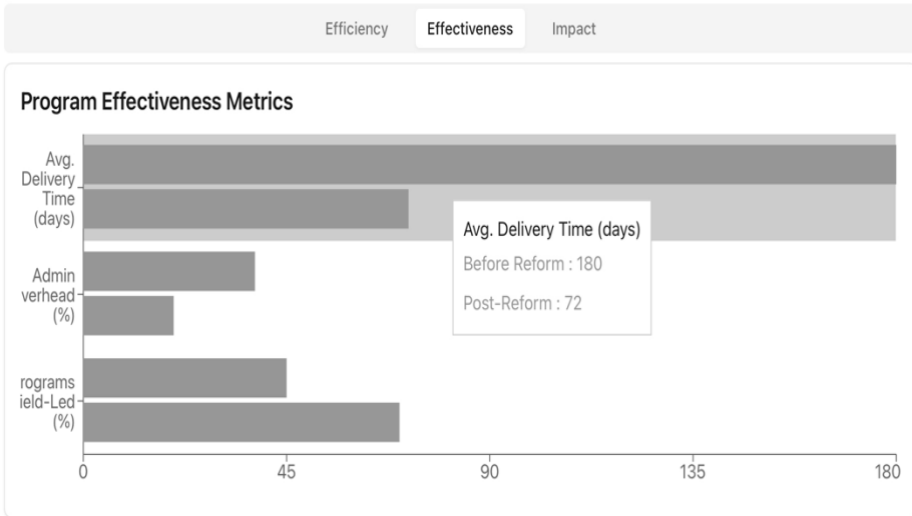
- 🗳️ Leadership Accountability Index
- 💬 Grievance/feedback submissions & resolution rates
- ✅ Annual Reform Scorecard (public visibility)

## 3) Infographics

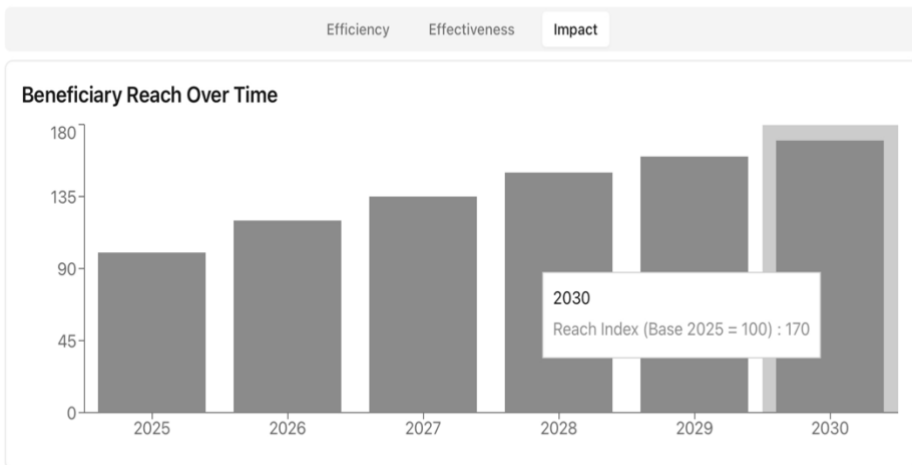
### UN Reform 2025–2030 Dashboard



## UN Reform 2025–2030 Dashboard



## UN Reform 2025–2030 Dashboard



## Chapter 3: UN 2.0 – The Future UN Humanity Needs

### Impact and risk assessment of the Future(s) for the United Nations of People, Places and Planet

#### Introduction

As we cross the threshold of 80 years since the signing of the United Nations Charter, the world is in the midst of systemic transformation. Geopolitical volatility, planetary boundaries, mass displacement, digital disruption, and structural inequalities demand that the UN move beyond reform to reinvention. This chapter defines the contours of “UN 2.0” — an institution reimagined to serve **People, Places, and Planet** — and presents an **Impact Risk Assessment** of the UN Reform Roadmap across its five foundational pillars. It further lays out a **2025–2030 Action Plan** to deliver increased efficiency, effectiveness, and impact. Finally, three possible scenarios chart alternative futures for the UN’s evolving role in the multilateral system.

#### I. The Mandate: From Charter Article 1 to UN 2.0

##### Original UN Mandate – Charter Article 1:

- **Maintain international peace and security**
- **Develop friendly relations among nations** based on equal rights and self-determination
- **Achieve international cooperation** in solving international problems of an economic, social, cultural, or humanitarian character
- **Promote human rights** and fundamental freedoms for all without distinction

##### Future UN Mandate – Serving People, Places, and Planet:

The mandate of UN 2.0 continues to reflect the Charter’s original vision, while expanding in scope and implementation focus to reflect current global imperatives:

Dimension	Charter UN Mandate	Future UN Mandate (UN 2.0)
Peace & Security	Prevent war and ensure collective security	Advance sustainable peace, address systemic root causes, and foster resilience across societies
Sovereignty & Rights	Support national self-determination and human rights	Promote planetary citizenship rooted in equality, justice, and dignity for all
Cooperation	Foster multilateralism	Orchestrate global problem-solving networks for systemic transformation
Development	Address economic and social challenges	Deliver just, inclusive, and regenerative futures for all 8B people in 193+ places on one shared planet

Dimension	Charter UN Mandate	Future UN Mandate (UN 2.0)
Universality	Avoid discrimination by race, sex, etc.	Champion intersectional inclusion and future generations' rights

## II. Impact Risk Assessment Across the Five Pillars

### 1. Peace and Security

**Reform Vision:** Integrated peacebuilding with preventive diplomacy, regional partnerships, and climate-security integration.

#### Risks:

- **Geopolitical Pushback:** Security Council reforms may face veto or inertia.
- **Operational Fragmentation:** Risks from overlapping mandates between DPO, DPPA, and UNDP.
- **Reduced Trust:** If peacekeeping continues to underperform or is perceived as externally imposed.

#### Mitigations:

- Build regional prevention compacts.
- Integrate data-driven early warning systems with anticipatory diplomacy.
- Reform the Peacebuilding Commission as a cross-pillar integrator.

### 2. Sustainable Development and Climate Action

**Reform Vision:** Full integration of the SDGs into UN operations; climate action mainstreamed across agencies.

#### Risks:

- **Mandate Dilution:** Overlap between humanitarian and development actors may reduce impact.
- **Finance Gaps:** Insufficient global solidarity and finance (e.g., SDG stimulus, Loss and Damage Fund).
- **Climate Backsliding:** Fossil fuel interests may block ambition.

#### Mitigations:

- UN Resident Coordinator system as a delivery platform.
- Align UN development frameworks with country climate commitments.
- Leverage digital public infrastructure for SDG delivery.

### 3. Human Rights and Rule of Law

**Reform Vision:** A people-centered human rights system with stronger enforcement and national accountability.

**Risks:**

- **Reprisals and Shrinking Civic Space:** States may restrict UN rights presence domestically.
- **Selective Enforcement:** Perceived bias undermines legitimacy.
- **Digital Rights Gaps:** AI and surveillance regimes outpace normative frameworks.

**Mitigations:**

- Expand OHCHR presence globally.
- Support national human rights institutions and defenders.
- Develop a digital human rights charter.

### 4. Humanitarian Action

**Reform Vision:** A unified humanitarian-development-peace nexus with anticipatory action and local leadership.

**Risks:**

- **Operational Overload:** UN may be stretched between acute crises and systemic fragility.
- **Access Constraints:** Sovereignty disputes restrict humanitarian entry.
- **Localization Gaps:** Aid remains top-down despite rhetoric.
- 

**Mitigations:**

- Scale anticipatory financing and local capacity-building.
- Strengthen the ERC's authority to coordinate across clusters.
- Operationalize the "Grand Bargain 2.0."

### 5. Global Governance and Institutional Innovation

**Reform Vision:** A digitally enabled, networked multilateralism based on subsidiarity, inclusion, and agility.

**Risks:**

- **Governance Fragmentation:** Multipolarity may bypass UN.
- **Tech Disruption:** UN lags behind AI, biotechnology, and digital governance.
- **Internal Resistance:** Change inertia among agencies and Member States.

### **Mitigations:**

- Build a Global Digital Compact.
- Establish a Futures and Foresight Unit under the SG.
- Rebalance the role of the General Assembly, ECOSOC, and Trusteeship Council.

### **III. Efficiency, Effectiveness, and Impact Action Plan (2025–2030)**

<b>Strategic Area</b>	<b>Key Action</b>	<b>Target Outcome by 2030</b>
Institutional Reform	Complete restructuring of ECOSOC and Trusteeship Council	Agile, responsive bodies focused on global commons
Budget Reform	Move to multi-annual, pooled funding models	50% of UN programming budget under joint SDG frameworks
Digital Capacity	Launch UN Digital Core and AI Observatory	Integrated digital tools across field and HQ ops
Workforce Evolution	Establish a "Future UN Corps" of multi-skilled professionals	25% of staff in agile, cross-pillar teams
Inclusivity & Access	Institutionalize Youth, Indigenous, and Civil Society Councils	Participatory governance and expanded legitimacy

### **IV. Scenarios for the Future Role of the UN in Global Governance**

#### **Scenario A: UN as Central Multilateral Hub**

- The UN is reformed, resourced, and reinvigorated as the nerve center of diplomacy.
- Security Council reconfiguration and a renewed General Assembly give the UN full legitimacy.
- It functions as the backbone for SDG acceleration, conflict resolution, climate coordination, and digital governance.

#### **Scenario B: UN as Convener and Facilitator**

- The UN becomes the normative and convening body while other blocs (G20, BRICS, AU, G77) lead decision-making.
- It manages coherence, upholds values, and serves as the world's trusted dialogue platform.
- Its strength lies in legitimacy, neutrality, and the ability to host problem-solving ecosystems.

#### **Scenario C: UN as Policy and Advocacy Powerhouse**

- UN's operational footprint shrinks; it focuses on foresight, policy, rights, and advocacy.

- It shapes global norms, leads on equity and digital ethics, and amplifies marginalized voices.
- The UN becomes the conscience of the world — not the executor, but the visionary.

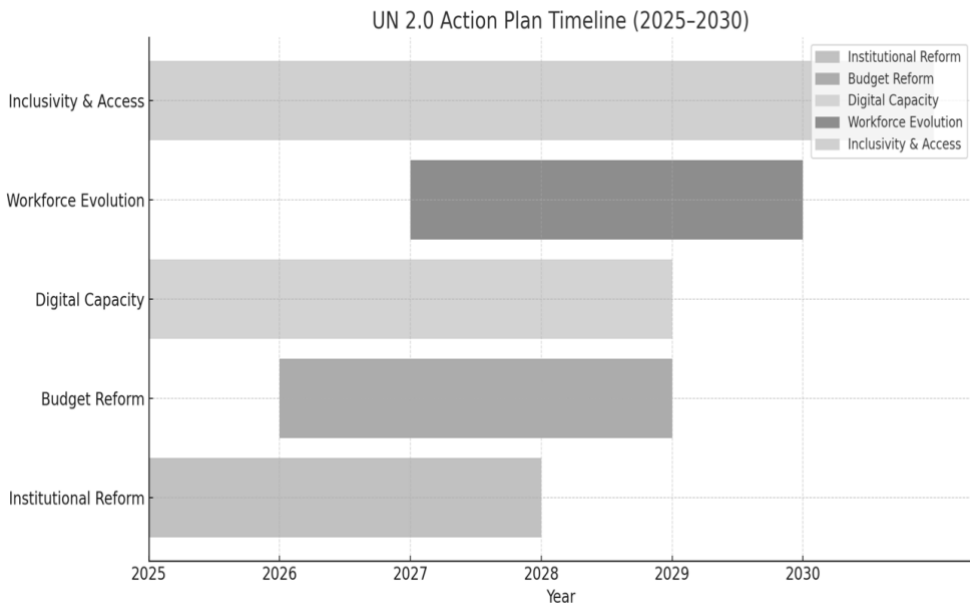
**Conclusion: A UN Humanity Needs**

The UN's relevance in the 21st century depends on its ability to adapt, democratize, and deliver. “UN 2.0” must embody a shift from reactive governance to anticipatory leadership, from fragmented action to coherent systems change. Whether it remains central to multilateralism, becomes a strategic facilitator, or evolves into a visionary advocate, its future must be rooted in its enduring values — peace, dignity, equality, and justice — and be laser-focused on the needs of People, Places, and Planet.

The choice is not just institutional. It is generational. It is existential. And it is urgent.

**Visuals and Infographics towards the UN 2.0 - The Future UN Humanity needs.**

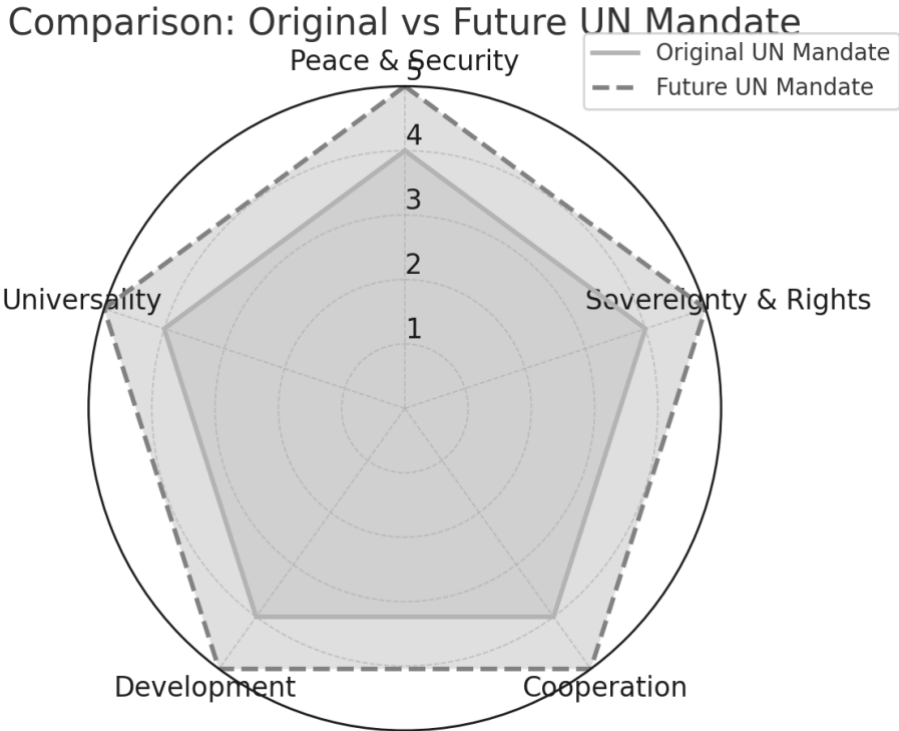
Here is the **UN 2.0 Action Plan Timeline (2025–2030)** visualized. It illustrates when each strategic area will be implemented and scaled up across the reform period.



And Figures comparing:

### 1. Original vs Future UN Mandates

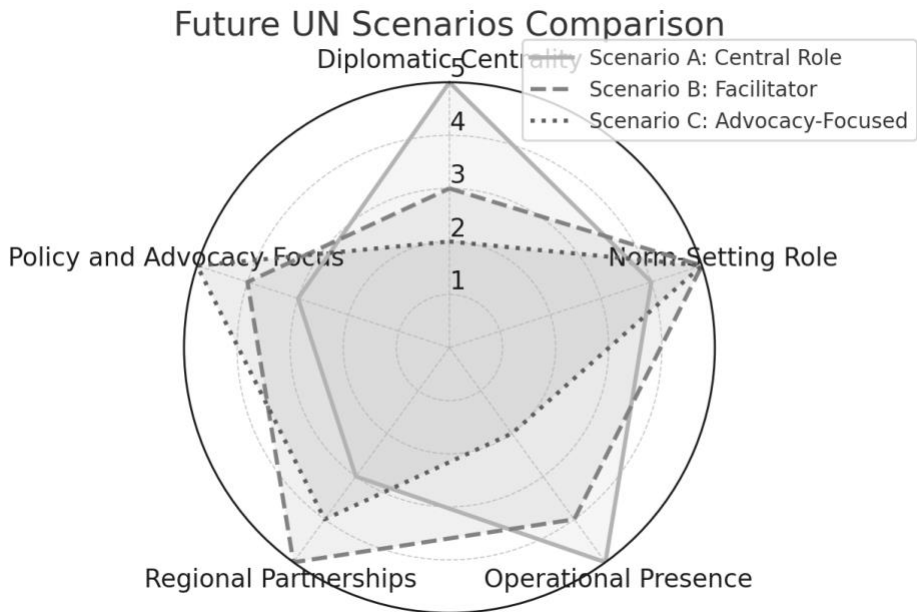
This radar chart visually compares the **Original UN Mandate** with the expanded scope and ambition of the **Future UN Mandate**, demonstrating how “UN 2.0” builds on foundational principles while broadening them to meet 21st-century challenges.



And a figure comparing the **three future scenarios** for the UN.

## 2. Three UN Scenarios (A, B, C) with strategic characteristics

This radar chart contrasts the three potential **Future UN Scenarios** based on five strategic characteristics. It highlights how the UN's role could evolve from central authority to facilitator or policy advocate, depending on global dynamics and reform uptake, the measure of success of the capacity of UN for Reinvention.



## **CHAPTER 6**

# **One Humanity Diplomacy**

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# One Humanity: A New Diplomacy for a Changing World

Alexandre Caldas, New York, 13 September 2025

In a time of global turbulence, humanity faces interwoven challenges—peace and security, humanitarian crises, climate instability, sustainable development, fragile trade, weakened multilateralism, and erosion of human rights. The old frameworks of diplomacy, built for another era, often prove too narrow, too slow, or too bound by legacy power structures to address today's complexity. What is needed is not another layer of multilateralism, but a new paradigm: **One Humanity diplomacy**.

**ONE HUMANITY**  
A New Diplomacy for a Changing World

**Modern Challenges**  
Humanity faces antinrerwoven challenges such as peace and security, humanitarian crises, climate instability, sustainable development, fragile trade, weakened multilateralism, and erosion of human rights.

**Adapted and Resilient**  
One Humanity prioritizes unity and dialogue, strategic cooperation over crisis management. 20–10 mdgs. (10–20 years) (20–50 years),

**A New Paradigm**  
One Humanity places the most fragile and vulnerable nations at the center of world affairs—channels resource toward the Global South.

**A Future Built on Unity**  
One Humanity builds builder conditions for human flourishing, equal opportunity, fair rules of trade and law, cd resilience to global shocks.

**Priority on the Most Vulnerable**  
One Humanity places the most fragile and vulnerable nations at the center of world affairs—the prioritizes resources toward th Global South, the poorest 10 nations, and 50 more disadvantaged-

**A Future Built on Unity**  
One Humanity builds the conditions for human flourishing: equal opportunity, fair rules of trade and law —and resilience to global shoks

**ONE HUMANITY DIPLOMACY**  
This approach as a modern narrative of unity, a new achitecture of engagement that transcends borders and identities.

One Humanity diplomacy rises above the zero-sum calculus of traditional statecraft. It is designed for a **multipolar world order**, where global blocs and regional spheres of influence coexist with new financial architectures and innovative trade models. It prioritizes **unity over division, dialogue over confrontation, and justice over dominance**. Its strength lies in *resilience*—adapting to shifting power balances while ensuring that no nation, community, or voice is left behind.

At its core, One Humanity places the **most fragile and vulnerable nations** at the center of world affairs. Its financing and funding models deliberately channel resources toward the **Global South**, the **poorest 10 nations**, and a second layer of the **50 most disadvantaged countries and territories**. Unlike conventional approaches, it measures success not in treaties signed or conflicts managed, but in **reducing divides**, uplifting communities, and fostering durable human solidarity.

Strategically, One Humanity looks beyond short-term immediate crisis management. It emphasizes

**mediumterm (10–20 years) and long-term (20– 50 years) cycles**, recognizing that diplomacy must match the pace of generational change. Guided by **game theory models and Nash equilibrium frameworks**, it resolves disputes by structuring cooperation so that no actor—whether a nation, region, or organization—benefits more from defection than from unity. This creates a self-reinforcing architecture of peace and shared prosperity.

Above all, One Humanity diplomacy is not only about avoiding war, but about **building the conditions for human flourishing**: equal access to opportunity, fair rules of trade and

law, and resilience to global shocks. It envisions a future where justice, egalitarianism, and sustainability are the benchmarks of international relations.

The **One Humanity approach** is, therefore, more than diplomacy. It is a **modern narrative of unity**, a new architecture of engagement that transcends borders and identities. It is the practical blueprint for turning global challenges into shared solutions—and for building a world where humanity acts as one.

## One Humanity Diplomacy

A New Paradigm for Global Unity

### The Vision

A modern form of diplomacy, **beyond multilateralism**, designed for the challenges of our century. One Humanity diplomacy prioritizes **unity, justice, and sustainability** in an increasingly complex, multipolar world order.

### Core Principles

**Unity over Division** – Dialogue and cooperation replace confrontation.

**Justice for All** – Uplifting the poorest 10 nations first, extending to the 50 most disadvantaged countries and territories.


**Resilience in Multipolarity** – Adapts to shifting regional powers and spheres of influence. **Long-Term Vision** – Focus on **10-20 year** medium-term and **20-50 year** long-term cycles.

**Equilibrium of Interests** – Dispute resolution guided by **game theory** and **Nash equilibria**, ensuring stability at organizational, national, regional, and global levels.

### Why One Humanity Diplomacy?

The world faces interwoven crises:

- Peace and Security
- Humanitarian Action
- Sustainable Development - International Rule of Law
- Human Rights



## ONE HUMANITY DIPLOMACY

Humanity faces interwoven challenges that require a new form of global cooperation, moving beyond multilateralism to a model founded on strategic cooperation to achieve peace, development, and justice for all.

<b>Adapted and Resilient</b> Addresses contemporary global affairs, considering the power dynamics, influence, and legacy of different regional spheres	<b>A Future Built on Unity</b> Bolsters diplomacy or resilience to global shocks, placing the most fragile and vulnerable nations at the center.
<b>A New Paradigm</b> Diplomacy takes precedence over conflict resolution, seeking extended-time outcomes that bridge divides and build unity	<b>A Future Built on Unity</b> Bolsters diplomacy or resilience to global shocks placing the most fragile and vulnerable nations at the center.

This approach is a modern narrative of unity, building a new architecture of engagement for justice, egalitarianism, and sustainability.

Conventional frameworks are insufficient. **One Humanity Diplomacy** creates a resilient, inclusive architecture that measures success by **reducing divides** and building **unity across humanity**.

**Funding Priorities**

**Global South first**

**Fragile and vulnerable nations**

**Modern financing and trade models for sustainable development**

**The Goal**

To build a **just, egalitarian, and sustainable world**—where humanity acts as **one**.

**Tagline**

**One Humanity Diplomacy** - Turning global challenges into shared solutions.

## **CHAPTER 7**

# **The Art and Craft of Diplomacy**

17 June 2024

**The Art and Craft of Diplomacy. Skills for being a “Diplomat”.**

**Abstract**

This is a one pager policy discussion paper on the art and craft of diplomacy. Since the dawn of times, Diplomacy has been used for crafting international relations, through negotiation and dialogue, between nations around the world and to maintain Peace. Focus on the skills needed for being a diplomat, e.g. resilience, tact, curiosity, courage. These are some of the skills, a “Diplomat” needs to have to ensure is capable, influential and ethical. It also describes how Diplomacy has changed over time and the likely future of Diplomacy in the current Information Age and beyond towards the end of 21st century.

This policy brief discusses the art and craft of diplomacy with a general overview of the needed skills and the evolution of diplomacy over time.

Diplomacy has long served as the cornerstone of international relations, fostering dialogues and negotiations among nations worldwide to preserve peace and promote cooperation. The skills required to excel as a diplomat have remained consistent throughout history, emphasizing qualities such as resilience, tact, curiosity, and courage. These attributes are essential for diplomats to navigate the complexities of international politics effectively and ethically, ultimately ensuring that they are capable, influential, and diplomatic in their interactions.

As the world has transformed over time, so too has the practice of diplomacy. Advancements in technology, changes in geopolitical landscapes, and shifting global priorities have all played a role in shaping the modern diplomatic landscape. In the current Information Age, diplomacy has increasingly embraced digital tools and platforms to facilitate communication, enhance transparency, and reach a broader audience. Social media and online diplomacy have opened up new avenues for diplomatic engagement, enabling diplomats to connect with citizens, policymakers, and stakeholders in real-time.

Looking towards the future of diplomacy as we approach the end of the 21st century, the field is poised to undergo further transformation driven by rapid technological innovation and the growing interconnectedness of nations. Diplomats will need to adapt to the evolving landscape by honing their digital skills, embracing data-driven diplomacy, and mastering cross-cultural communication in an increasingly globalized world. The role of diplomats will remain pivotal in mediating conflicts, negotiating agreements, and addressing shared challenges on a multilateral stage.

In the words of Isaac Newton, "Tact is the art of making a point without making an enemy," encapsulating the nuanced approach required in diplomatic endeavors. Winston Churchill once remarked, "Diplomacy is the art of telling people to go to hell in such a way that they ask for directions," underscoring the strategic and persuasive nature of diplomatic discourse.

In conclusion, diplomacy stands as a timeless art and craft essential for fostering understanding, resolving conflicts, and building bridges among nations. By embodying the key skills of resilience, tact, curiosity, and courage, diplomats can navigate the complexities of the global stage with finesse, ensuring a more peaceful and prosperous future for all.

## **CHAPTER 8**

# **The One Humanity Fund: Financing Resilience**

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## **Executive Brief – One Humanity Fund**

The *One Humanity Fund* (OHF) is an ambitious, multi-trillion-dollar development investment vehicle designed to break the ‘development trap’ that entangles the world’s poorest, most fragile, and vulnerable countries. It responds to the compounding cycles of natural disasters, conflicts, weak governance, and humanitarian crises that undermine national development. By targeting early warning systems, preparedness, rapid response, and resilient recovery, the Fund safeguards lives, protects property, and builds sustainable futures.

### **Innovative Financing and Leverage**

The OHF pioneers an innovative financing architecture, blending ten distinct financial instruments to maximize returns on initial investments. These include Insurance Premiums, Utilities Tax Fees, Project Finance, New Growth Potential, Co-Matching Funds, South-South Cooperation Funds, Loss and Damage Funds, Carbon Credits & Green Financing, Crypto Currencies & Bonds, and Edge & Traditional Financing Instruments. Through this innovative blend, every initial investment dollar is leveraged threefold, unlocking massive co-financing and multiplying resilience dividends.

### **Overview of the Complete Package**

- **Project Finance Model** – A rigorous structure ensuring each project is self-sustaining, risk-mitigated, and capable of mobilizing further capital.
- **Returns on Investment** – A framework for diversified innovative financing streams (10 instruments) enabling transformative leverage.
- **Use Cases** – Phased application: Phase 1 (Mozambique, Zimbabwe, Haiti, Timor-Leste), Phase 2 (10 countries), Phase 3 (scaling to 50 poorest countries).
- **Implementation Plan** – A staged roadmap: short-term readiness, medium-term scaling, and long-term sustainability with measurable KPIs.
- **Legal Documentation** – A comprehensive suite of agreements and endorsements ensuring enforceability, transparency, and sovereign alignment.
- **One Humanity Index** – A monitoring and accountability tool measuring progress across People, Planet, Peace, Prosperity, and Partnership.

### **Conclusion**

The One Humanity Fund stands as a transformative mechanism in global development finance. It is not just an investment vehicle, but a bold vision for solidarity and resilience. By aligning innovative financial engineering with humanitarian imperatives, it provides countries with the tools to escape cycles of disaster-induced poverty and step onto a sustainable development pathway. It is a call to action for philanthropists, investors, and governments to unite under a shared vision: One Planet. One People. One Humanity.

## Proposal for the One Humanity Fund



**KIPLOMACY**

**Investing in Resilience**

**Protecting Lives**

**Safeguarding Futures**

### **Overview**

The One Humanity Fund is a groundbreaking, multi-trillion-dollar development investment vehicle dedicated to the world's most vulnerable nations. Its mission is clear and urgent: to protect lives, property, and livelihoods from the growing impacts of natural disasters. By channeling significant, long-term capital into preparedness, emergency response, and disaster recovery, the Fund provides a lifeline to communities on the frontlines of climate and hazard risks.

### **Mandate**

The Fund supports any activity that strengthens resilience and reduces disaster impact across the full risk cycle:

- Preparedness: Early warning systems, resilient infrastructure, community training, and strategic reserves.
- Emergency Response: Rapid mobilization of humanitarian relief, medical assistance, and shelter.
- Recovery & Reconstruction: Rebuilding safer, stronger, and more sustainable communities post-disaster

### **Scope of Hazards Covered**

The One Humanity Fund addresses all major natural disaster and multi-hazard threats, including:

- Tropical cyclones and hurricanes
- Floods and storm surges
- Droughts and food security crises
- Earthquakes, tsunamis, and volcanic activity
- Any other large-scale hazard posing immediate risk to life and property

### **Geographic Focus**

The Fund targets high-exposure, high-vulnerability regions, including:

- Caribbean
- Eastern Africa coastal nations and adjacent countries

- Southeast Asia
- Pacific Islands
- Special priority is given to Small Island Developing States (SIDS), which face disproportionate climate and disaster risks.

### **Strategic Value**

- **Scale of Impact:** With trillions in managed capital, the Fund can execute transformative resilience projects at both national and regional levels.
- **Catalytic Investment:** Mobilizes additional public and private capital through co-financing and blended finance models.
- **Life-First Approach:** Ensures that disaster interventions prioritize human survival, dignity, and recovery.

### **Vision**

A safer, more resilient world where no community is left defenseless against the forces of nature. The One Humanity Fund stands as a global commitment to solidarity—transforming vulnerability into strength through investment, innovation, and unwavering humanitarian purpose.

### **Tagline:**

One Planet. One People. One Humanity.

### **Initial Investment Fund:**

250 Million USD

## Project Finance Model (Illustrative)

### Purpose

The One Humanity Fund is a multi-trillion-dollar global development investment vehicle focused on financing resilience, preparedness, emergency response, and recovery against natural disasters. Its **project finance model** ensures that investments are self-sustaining, risk-mitigated, and capable of leveraging additional public-private capital.

### Core Finance Structure

- **Capital Base:** Initial capitalization of **USD 250 million**, with scalable inflows through sovereign contributions, MDB partnerships, ESG bonds, and blended finance.
- **Funding Instruments:**
  - **Debt Financing:** Long-term concessional loans, catastrophe bonds, and green bonds.
  - **Equity Investments:** Strategic equity in resilience infrastructure (e.g., resilient housing, renewable microgrids).
  - **Guarantees & Insurance:** Risk-transfer mechanisms (sovereign risk pools, parametric insurance).
  - **Revenue Streams / Cash Flows:**
    - User fees from infrastructure (e.g., energy, water, resilient housing).
    - Risk-pooling premiums.
    - Returns on co-financed private investments (PPP structures).
- **Risk-Reward Assessment:** Each project is evaluated on:
  - Projected **cash flows** (service revenues, insurance premiums).
  - **Debt service coverage ratio (DSCR)** and ability to attract co-financing.
  - **Resilience dividend** – economic value of avoided disaster losses.

### Implementation Use Cases

#### 1. Caribbean – 5 Islands

**Project:** Regional catastrophe insurance pool & resilient housing programs.

- Cash flow: Premium contributions + concessional co-finance.
- Risk mitigation: Diversified exposure across multiple islands.

#### 2. Africa – Madagascar, Mozambique, Malawi, Zimbabwe, Tanzania, Kenya Project:

Climate-resilient agricultural corridors and flood-defense infrastructure.

- Cash flow: Agricultural export revenues, irrigation fees, carbon credits.
- Finance: Blended PPP (sovereigns + agribusiness + Fund).

### 3. Pacific – 5 Islands

**Project:** Renewable microgrids + resilient port facilities.

- Cash flow: User electricity tariffs, port service fees.
- Risk mitigation: Regional integration of energy and transport to reduce vulnerability.

### 4. Middle East – 3 Countries

**Project:** Drought resilience – desalination plants & smart water networks.

- Cash flow: Water tariffs, energy efficiency savings.
- Risk mitigation: Long term concession agreements.

### 5. South East Asia – 5 Countries

**Project:** Coastal megacity flood protection and resilient transport hubs.

- Cash flow: Urban infrastructure tolls, municipal resilience bonds.
- Risk mitigation: Regional co-financing ( + DBs).

### Financial Feasibility Snapshot

- **Debt Capacity:** Projects structured for **DSCR 1.3**, ensuring resilience against shocks.
- **Valuation Approach:** Discounted cash flow (DCF) analysis + resilience dividend.
- **Expected Returns:** Blended IRR – (concessional + commercial layers).
- **Catalytic Effect:** Each Fund investment expected to mobilize **3–5 in co-financing**.

**Outcome:** By applying rigorous project finance principles, the One Humanity Fund transforms vulnerability into investable resilience delivering financial sustainability while protecting lives and livelihoods across high-risk regions. One Humanity Fund – Project Finance Model (Summary) **Purpose** The One Humanity Fund is a multi-trillion-dollar global development investment vehicle focused on financing resilience, preparedness, emergency response, and recovery against natural disasters. Its project finance model ensures that investments are self-sustaining, risk-mitigated, and capable of leveraging additional public-private capital. **Core Finance Structure**

Capital Base	USD 250M initial + scalable inflows
Funding Instruments	Debt (concessional loans, green bonds), Equity (resilient infrastructure), Guarantees & Insurance
Revenue Streams	User fees, insurance premiums, co-financed PPP returns
Risk-Reward	Cash flows, DSCR >1.3, resilience dividend

Caribbean (5 islands)	Regional catastrophe insurance + resilient housing
Africa (6 countries)	Climate-resilient agriculture & flood defenses
Pacific (5 islands)	Renewable microgrids + resilient ports
Middle East (3 countries)	Desalination + smart water networks
South East Asia (5 countries)	Flood protection & resilient transport hubs

### Financial Feasibility Snapshot

Debt Capacity: DSCR > 1.3 Valuation: DCF + resilience dividend Expected Returns: Blended IRR ~5-8% Catalytic Effect: \$1 Fund investment → \$3-5 co-finance

### One Humanity Fund and Synergies with loss and Damage Fund

#### Content

The One Humanity Fund has been conceived as a multi-trillion-dollar development investment vehicle dedicated to building resilience, preparedness, emergency response, and recovery capacity for the most vulnerable nations worldwide. Simultaneously, the international community has initiated the creation of the **Loss and Damage Fund (DF)**, a complementary mechanism designed to provide financial support for countries experiencing climate-related destruction and irreversible harm that cannot be mitigated or adapted to.

While the One Humanity Fund emphasizes forward-looking investments in resilience and risk reduction, the Loss and Damage Fund focuses on compensatory support for unavoidable and residual climate impacts. Together, these two funds form a powerful, mutually reinforcing architecture for climate and disaster finance.

### Synergy Framework

#### 1. Complementary Mandates

- **One Humanity Fund (OHF):** Prevention, preparedness, and resilience-building through long-term, large-scale capital investment.
- **Loss and Damage Fund (DF):** Immediate financial support for post-disaster recovery and compensating communities for irreversible climate damages.

#### 2. Integrated Finance Architecture

- Joint financing windows can be developed where **OHF focuses on resilient reconstruction while DF provides direct relief grants** to affected communities.
- Combined instruments: parametric insurance schemes supported by risk pools it DF providing rapid disbursements to address uncovered losses.

### 3. Governance and Coordination

- Establish a **joint Steering Platform** between OHF and DF to align funding pipelines avoid duplication and ensure optimal deployment of resources.
- Incorporation of **citizen-driven reporting mechanisms** to verify loss and damage claims and resilience dividends.

#### Operational Synergies

##### Resilient Recovery and Compensation:

- OHF invests in climate-resilient housing, energy systems, and infrastructure post-disaster, while LDF ensures immediate relief to households, small enterprises, and farmers facing loss of livelihoods.

##### Blended Finance for High-Risk Regions:

- OHF brings in sovereign contributions, ESG bonds, and private co-financing.
- DF mobilizes climate justice-based transfers and donor contributions.
- Joint frameworks allow co-deployment where OF ensures debt-sustainable financing and DF provides non-repayable grants.

##### Global-Local Nexus:

- OHF focuses on macro and regional resilience corridors.
- DF enables **micro level compensation** (e.g., smallholder farmers losing crops to drought or fishers impacted by coral reef collapse).
- Together they establish a pipeline from **local needs to global finance**.

##### Strategic Value of Integration

- **Efficiency:** Minimizes overlap and maximizes resource utilization by linking prevention with compensation.
- **Equity:** Ensures justice for the most affected, while building systemic resilience to reduce future losses.
- **Scalability:** Enables trillions in resilience investment (OHF) alongside billions in compensation flows (LDF).
- **Solidarity:** Demonstrates a unified global response to climate impacts, strengthening multilateral trust.

##### Illustrative Use Case: Cyclone Recovery in the Pacific

- **Immediate Relief (DF):** Cash transfers to displaced families, grants to rebuild lost livelihoods, emergency healthcare funding.

- **Resilient Reconstruction (OHF):** Investments in cyclone-proof housing, renewable microgrids, and coastal defenses.
- **Synergy:** Communities receive both rapid compensation and long-term infrastructure to withstand future shocks.

### Conclusion

The **One Humanity Fund** and the **Loss and Damage Fund** are not competing mechanisms but mutually reinforcing pillars of a new global climate finance ecosystem. Their integration will ensure that countries and communities receive both **justice for unavoidable losses** and **investment in a resilient future**, delivering a holistic approach to safeguarding humanity against climate change and natural disasters.

**Tagline:** *From Loss to Resilience - One Humanity One Response*

### Summary Table: OHF and DF Synergies

Dimension	One Humanity Fund (OHF)	Loss and Damage Fund Synergy Outcome (DF)
Mandate	Prevention, preparedness, resilience	Compensation for Comprehensive disaster-finance cycle unavoidable loss
Finance Instruments	Loans, bonds, equity, guarantees, insurance	Blended packages mixing resilience Grants, donor contributions investment with direct relief
Beneficiaries	National regional infrastructure, communities	Households, smallholders, Multi-level coverage from household to vulnerable groups national level
Time Horizon	Long-term resilience and preparedness	Immediate post-disaster Short + long-term impact integration compensation
Governance	Project finance boards, MDB partners	Climate justice-driven global joint Steering Platform with governance accountability
Scale of Finance (macro-structural)	Trillions	Billions Unified climate finance ecosystem (micro-compensatory)

## Financing Model

### Purpose

The One Humanity Fund is a multi-trillion-dollar global development investment vehicle focused on financing resilience, preparedness, emergency response, and recovery against natural disasters. Its **project finance model** ensures that investments are self-sustaining, risk-mitigated, and capable of leveraging additional public-private capital.

**Initial Investment:** Million USD

**Return average on Investment:** Million USD

(3 x leverage in initial Investment)

**Model:** Investors, Fund Managers and Beneficiary Countries

**Investors:** Return

**Fund Managers:** Return

**Beneficiary Countries:** Impact and Leverage of Funds

### Returns on Investment Model

- A) Insurance Premiums
- B) Utilities Tax Fees
- C) Project Finance: Savings on natural disasters and project investments
- D) New Growth Potential (e.g., crop production during floods; new economic activities arising from natural disasters)
- E) Countries' Co-matching Funds (other funds: Green Climate Fund, Global Environment Facility, ...)
- F) Country-to-Country Funding and South-South Cooperation Funds
- G) Loss and Damage Funds and Climate Adaptation Funds

### 4 Focus Countries in 3 Continents

- Mozambique and Zimbabwe (in Africa) Haiti (in The Caribbean) and East Timor - Timor Leste (in South East Asia)



## **Upscaling the Financing Model and Use Cases with a 3 Phases Approach over time**

### **Updated Returns on Investment Model**

The One Humanity Fund (OHF) applies a comprehensive leverage framework across 10 categories of financial instruments. This ensures resilience financing is diversified, sustainable, and innovative.

- A) Insurance Premiums
- B) Utilities Tax Fees
- C) Project Finance: Savings on natural disaster and Project investments
- D) New Growth Potential (e.g. Crops production on floods; New economic activities on natural disasters)
- E) Countries do-matching Funds (Green Climate Funds, Global Environment Facilities, etc.)
- F) Country to Country funding and South-South cooperation Funds
- G) Loss and Damage Funds and Climate Adaptation Funds
- H) Carbon Credits, Land Markets, other Green Financing instruments
- I) Crypto Currencies and Bonds, other new financing instruments
- J) Financing Instruments: Edge Funds, other traditional financing

### **Use Cases by Phases**

The OHF is structured in 3 phases:

- **Phase 1 (Initial – Year 1):** 4 Countries (Mozambique, Zimbabwe, Haiti, East Timor)
- **Phase 2 (Expansion – End of Year 1 to Year 3):** 10 Countries (adding Uganda, Madagascar, Malawi, Kiribati, Samoa, Jamaica, and Bahamas – as benchmarking country)
- **Phase 3 (Scale-Up – Year 3 and beyond):** 50 Poorest Countries

### **Phase 1 – Initial (Year 1) Use Case – Mozambique**

- Initial Capital Investment: 75 Million USD
- Leverage of Funds (3x): 225 Million USD
- Total Available Capital: 300 Million USD

### **Breakdown of Leverage (across 10 instruments):**

- A) Insurance Premiums – 22.5M
- B) Utilities Tax Fees – 22.5M
- C) Project Finance – 22.5M
- D) New Growth Potential – 22.5M
- E) Co-Matching Funds – 22.5M
- F) Country-to-Country / South-South Funds – 22.5M
- G) Loss & Damage / Climate Adaptation Funds – 22.5M
- H) Carbon Credits & Green Financing – 22.5M
- I) Crypto Currencies & Bonds – 22.5M
- J) Edge Funds & Traditional Financing – 22.5M

**Use Case Narrative:** Mozambique faces recurrent cyclones, floods, and coastal vulnerabilities. The OHF package will prioritize coastal protection through sea walls, mangrove restoration, and climate-smart housing. Resilient agriculture programs will focus on rice and cassava production with irrigation schemes. Solar micro-grids will power rural health facilities, and national insurance mechanisms will buffer fiscal shocks. The Fund will integrate with Mozambique’s Five-Year Development Plan, targeting climate resilience, food security, and infrastructure rebuilding.

### **Use Case – Zimbabwe**

- Initial Capital Investment: 50 Million USD
- Leverage of Funds (3x): 150 Million USD
- Total Available Capital: 200 Million USD

### **Breakdown of Leverage (across 10 instruments):**

- A) Insurance Premiums – 15.0M
- B) Utilities Tax Fees – 15.0M
- C) Project Finance – 15.0M
- D) New Growth Potential – 15.0M
- E) Co-Matching Funds – 15.0M
- F) Country-to-Country / South-South Funds – 15.0M
- G) Loss & Damage / Climate Adaptation Funds – 15.0M
- H) Carbon Credits & Green Financing – 15.0M
- I) Crypto Currencies & Bonds – 15.0M
- J) Edge Funds & Traditional Financing – 15.0M

**Use Case Narrative:** Zimbabwe's OHF use case emphasizes resilience against droughts and economic volatility. Investments will support irrigation infrastructure, drought-resistant crops, and water harvesting. Renewable energy expansion through solar farms and rural electrification will power schools and clinics. Disaster preparedness agencies will be equipped with new technologies and training, while South-South cooperation funds will strengthen regional ties. Alignment with Zimbabwe's National Development Strategy (NDS1) ensures integration of OHF into long-term economic reforms and resilience planning.

### **Use Case – Haiti**

- Initial Capital Investment: 75 Million USD
- Leverage of Funds (3x): 225 Million USD
- Total Available Capital: 300 Million USD

Breakdown of Leverage (across 10 instruments):

- A) Insurance Premiums – 22.5M
- B) Utilities Tax Fees – 22.5M
- C) Project Finance – 22.5M
- D) New Growth Potential – 22.5M
- E) Co-Matching Funds – 22.5M
- F) Country-to-Country / South-South Funds – 22.5M
- G) Loss & Damage / Climate Adaptation Funds – 22.5M
- H) Carbon Credits & Green Financing – 22.5M
- I) Crypto Currencies & Bonds – 22.5M
- J) Edge Funds & Traditional Financing – 22.5M

**Use Case Narrative:** Haiti is one of the most disaster-prone countries in the Caribbean, requiring urgent resilience measures. The OHF program will support earthquake- and hurricane-resilient housing, flood-control infrastructure, and national disaster preparedness systems. Renewable energy projects will expand access to electricity, while insurance and Loss and Damage funds will reduce fiscal pressures after major disasters. The OHF will integrate with Haiti's Strategic Development Plan and humanitarian resilience strategies.

### **Use Case – East Timor (Timor-Leste)**

- Initial Capital Investment: 50 Million USD
- Leverage of Funds (3x): 150 Million USD
- Total Available Capital: 200 Million USD

Breakdown of Leverage (across 10 instruments):

- A) Insurance Premiums – 15.0M
- B) Utilities Tax Fees – 15.0M
- C) Project Finance – 15.0M
- D) New Growth Potential – 15.0M
- E) Co-Matching Funds – 15.0M
- F) Country-to-Country / South-South Funds – 15.0M
- G) Loss & Damage / Climate Adaptation Funds – 15.0M
- H) Carbon Credits & Green Financing – 15.0M
- I) Crypto Currencies & Bonds – 15.0M
- J) Edge Funds & Traditional Financing – 15.0M

**Use Case Narrative:** Timor-Leste faces recurrent flooding, landslides, and economic vulnerability. The OHF package will prioritize resilient agriculture, fisheries modernization, and rural infrastructure to support livelihoods. Investments will include renewable energy projects for off-grid communities and coastal resilience programs. South-South financing and co-matching funds will expand partnerships. The Fund will be embedded into Timor-Leste’s Strategic Development Plan 2011–2030, supporting diversification and climate adaptation.

### **Phase 2 – Expansion (End of Year 1 to Year 3)**

#### **Use Case: Uganda**

Uganda has been identified as a priority country for the One Humanity Fund due to its high vulnerability to climate shocks, floods, droughts, and regional instability. The following use case outlines how the Fund would be operationalized for Uganda under the 3x leverage model.

- Initial Capital Investment: 75 Million USD
- Leverage of Funds (3x): 225 Million USD
- Total Available Capital: 300 Million USD

Breakdown of Leverage (across 10 instruments)

- A) Insurance Premiums – 22.5M
- B) Utilities Tax Fees – 22.5M
- C) Project Finance – 22.5M
- D) New Growth Potential – 22.5M
- E) Co-Matching Funds – 22.5M
- F) Country-to-Country / South-South Funds – 22.5M

G) Loss & Damage / Climate Adaptation Funds – 22.5M

H) Carbon Credits & Green Financing – 22.5M

I) Crypto Currencies & Bonds – 22.5M

J) Edge Funds & Traditional Financing – 22.5M

**Use Case Narrative:** The Uganda OHF package will prioritize resilient agriculture, with investments in irrigation schemes for drought-prone areas, climate-smart seed distribution, and early warning systems for floods. Renewable energy micro-grids will be installed to electrify rural health facilities and schools. The Fund will also support regional insurance pools for the Horn of Africa, strengthen national disaster preparedness agencies, and channel adaptation financing into new growth sectors such as eco-tourism, sustainable forestry, and green finance instruments.

### **Use Case – Madagascar**

- Initial Capital Investment: 75 Million USD
- Leverage of Funds (3x): 225 Million USD
- Total Available Capital: 300 Million USD

Breakdown of Leverage (across 10 instruments):

A) Insurance Premiums – 22.5M

B) Utilities Tax Fees – 22.5M

C) Project Finance – 22.5M

D) New Growth Potential – 22.5M

E) Co-Matching Funds – 22.5M

F) Country-to-Country / South-South Funds – 22.5M

G) Loss & Damage / Climate Adaptation Funds – 22.5M

H) Carbon Credits & Green Financing – 22.5M

I) Crypto Currencies & Bonds – 22.5M

J) Edge Funds & Traditional Financing – 22.5M

**Use Case Narrative:** Madagascar's OHF priorities will focus on cyclone resilience, biodiversity protection, and sustainable agriculture. Investments will include resilient housing, irrigation schemes, and community-based reforestation programs. Insurance premiums and adaptation funds will support fiscal stability, while renewable energy micro-grids will enhance rural electrification. The OHF will align with Madagascar's Emergence Strategy and National Adaptation Plan, placing resilience and ecological preservation at the center of development.

### **Use Case – Malawi**

- Initial Capital Investment: 50 Million USD

- Leverage of Funds (3x): 150 Million USD
- Total Available Capital: 200 Million USD

Breakdown of Leverage (across 10 instruments):

- A) Insurance Premiums – 15.0M
- B) Utilities Tax Fees – 15.0M
- C) Project Finance – 15.0M
- D) New Growth Potential – 15.0M
- E) Co-Matching Funds – 15.0M
- F) Country-to-Country / South-South Funds – 15.0M
- G) Loss & Damage / Climate Adaptation Funds – 15.0M
- H) Carbon Credits & Green Financing – 15.0M
- I) Crypto Currencies & Bonds – 15.0M
- J) Edge Funds & Traditional Financing – 15.0M

**Use Case Narrative:** Malawi is highly vulnerable to floods and droughts, requiring robust resilience systems. The OHF program will support irrigation and watershed management, resilient agriculture, and food reserves. Investments in solar energy will electrify rural clinics and schools, while insurance pools will protect against climate shocks. The Fund will complement Malawi’s Vision 2063 and Malawi Growth and Development Strategy (MGDS III), focusing on food security, energy access, and climate resilience.

#### **Use Case – Kiribati**

- Initial Capital Investment: 50 Million USD
- Leverage of Funds (3x): 150 Million USD
- Total Available Capital: 200 Million USD

Breakdown of Leverage (across 10 instruments):

- A) Insurance Premiums – 15.0M
- B) Utilities Tax Fees – 15.0M
- C) Project Finance – 15.0M
- D) New Growth Potential – 15.0M
- E) Co-Matching Funds – 15.0M
- F) Country-to-Country / South-South Funds – 15.0M
- G) Loss & Damage / Climate Adaptation Funds – 15.0M

H) Carbon Credits & Green Financing – 15.0M

I) Crypto Currencies & Bonds – 15.0M

J) Edge Funds & Traditional Financing – 15.0M

**Use Case Narrative:** Kiribati faces existential threats from sea level rise. The OHF package will focus on coastal protection, land reclamation, and freshwater security. Investments will support renewable energy, sustainable fisheries, and early relocation planning. Carbon credit mechanisms will unlock additional financing, while South funding will strengthen Pacific regional cooperation. The OHF aligns with Kiribati's Climate Change Policy and National Development Plan, ensuring long-term survival and resilience.

### **Use Case – Samoa**

- Initial Capital Investment: 50 Million USD
- Leverage of Funds (3x): 150 Million USD
- Total Available Capital: 200 Million USD

Breakdown of Leverage (across 10 instruments):

A) Insurance Premiums – 15.0M

B) Utilities Tax Fees – 15.0M

C) Project Finance – 15.0M

D) New Growth Potential – 15.0M

E) Co-Matching Funds – 15.0M

F) Country-to-Country / South-South Funds – 15.0M

G) Loss & Damage / Climate Adaptation Funds – 15.0M

H) Carbon Credits & Green Financing – 15.0M

I) Crypto Currencies & Bonds – 15.0M

J) Edge Funds & Traditional Financing – 15.0M

**Use Case Narrative:** Samoa's OHF priorities include cyclone resilience, renewable energy, and sustainable tourism. Investments will support disaster-resilient housing, coastal protection infrastructure, and expansion of solar and wind energy. Insurance and adaptation funds will buffer disaster recovery costs, while green financing will support eco-tourism initiatives. The Fund will align with Samoa's Strategy for the Development of Samoa (SDS), embedding resilience into national economic transformation.

### **Use Case – Jamaica**

- Initial Capital Investment: 75 Million USD
- Leverage of Funds (3x): 225 Million USD
- Total Available Capital: 300 Million USD

Breakdown of Leverage (across 10 instruments):

- A) Insurance Premiums – 22.5M
- B) Utilities Tax Fees – 22.5M
- C) Project Finance – 22.5M
- D) New Growth Potential – 22.5M
- E) Co-Matching Funds – 22.5M
- F) Country-to-Country / South-South Funds – 22.5M
- G) Loss & Damage / Climate Adaptation Funds – 22.5M
- H) Carbon Credits & Green Financing – 22.5M
- I) Crypto Currencies & Bonds – 22.5M
- J) Edge Funds & Traditional Financing – 22.5M

**Use Case Narrative:** Jamaica’s OHF package will focus on hurricane resilience, food security, and renewable energy transition. Investments will support resilient housing, irrigation, and climate-smart agriculture. Expansion of wind and solar energy will strengthen national energy security, while catastrophe bonds and carbon markets will provide innovative financing. The OHF will integrate with Jamaica’s Vision 2030 Development Plan, anchoring resilience into national economic growth and disaster preparedness strategies.

#### **Use Case – Bahamas (as a benchmarking country)**

- Initial Capital Investment: 75 Million USD
- Leverage of Funds (3x): 225 Million USD
- Total Available Capital: 300 Million USD

Breakdown of Leverage (across 10 instruments):

- A) Insurance Premiums – 22.5M
- B) Utilities Tax Fees – 22.5M
- C) Project Finance – 22.5M
- D) New Growth Potential – 22.5M
- E) Co-Matching Funds – 22.5M
- F) Country-to-Country / South-South Funds – 22.5M
- G) Loss & Damage / Climate Adaptation Funds – 22.5M
- H) Carbon Credits & Green Financing – 22.5M
- I) Crypto Currencies & Bonds – 22.5M
- J) Edge Funds & Traditional Financing – 22.5M

**Use Case Narrative:** The Bahamas faces increasing hurricane frequency and intensity. The OHF program will support coastal defenses, resilient housing reconstruction, and

renewable energy development. Insurance contracts and catastrophe financing will reduce fiscal vulnerability, while sustainable tourism and green finance will support long-term growth. The OHF will be embedded into the Bahamas' National Development Plan, ensuring resilience, recovery, and future economic diversification.

### **Phase 3 – Scale-Up (Year 3 and beyond)**

The OHF will expand to the 50 Poorest Countries, applying the same leverage model across the 10 financial instruments (A-J).

10 Focus Countries in 3 Continents and then Upscaling to 50 Poorest Nations in the World

- **Phase 1:** Mozambique and Zimbabwe (in Africa); Haiti (in The Caribbean) and East Timor - Timor Leste (in South East Asia)
- **Phase 2:** Mozambique, Zimbabwe, Malawi, Uganda and Madagascar (in Africa); Haiti, Jamaica and Bahamas (in The Caribbean) and East Timor - Timor Leste, Kiribati and Samoa (in South East Asia and Pacific)



## 50 Poorest Countries (2000–2025) + 39 Small Island Developing States (SIDS)

### Widescreen Infographic — Unified Global View



#### Legend:

Light Grey: 50 Poorest Countries

White: Other Countries

Dark Grey Circle: SIDS (39 States)

# Implementation Plan and Operationalization

## Introduction

The One Humanity Fund (OHF) provides a roadmap for countries to break the “development trap” by combining early warning, preparedness, response, and recovery in a staged and structured way. Building upon the project finance model and use cases already defined, this chapter sets out implementation pathways, operationalization activities, governance arrangements, and performance metrics. It provides governments with a practical playbook for translating the Fund’s financial flows into real-world resilience and development outcomes.

## Implementation Pathways

### 1. Short-Term (Year 1) – Foundation and Rapid Readiness

- Legal & Institutional Setup: Establish national One Humanity Fund focal point within Ministry of Finance/Planning.
- Country Operational Roadmap: Draft country-level OHF Strategy linked to national disaster risk reduction (DRR) and climate adaptation plans.
- Early Warning and Preparedness: Install/upgrade meteorological stations and flood/cyclone early warning systems; develop community disaster response committees and stock emergency supplies.
- Finance Kick-off: Disburse initial capital investment (e.g., Mozambique USD 75M) with clear leverage strategy.
- Pilot Projects: Launch quick wins (solar microgrids for clinics, emergency food reserves, resilient housing prototypes).

Key Outputs: National OHF office; first investments disbursed; baseline data for KPIs established.

### 2. Medium-Term (Years 2–5) – Scaling and Integration

- Resilience Infrastructure: Expand investments into climate-smart agriculture, flood defenses, cyclone-proof schools and hospitals.
- Financial Leverage & Co-Financing: Secure tripling of funds via insurance pools, utilities tax, and co-matching climate finance; expand partnerships with MDBs and private sector for blended finance.
- Institutional Strengthening: Establish national OHF Board with representation from government, civil society, private sector, and international partners; build capacity of local governments.
- Community Ownership: Introduce participatory monitoring (community scorecards, citizen reporting apps).
- Regional Integration: Coordinate cross-border risk management (river basin flood management, cyclone insurance pools).

Key Outputs: 3x leverage achieved; major infrastructure projects under construction; strong governance platform.

### **3. Long-Term (Years 6–10) – Consolidation and Sustainability**

- National Resilience Corridors: Integrate OHF investments into broader national development strategies
- Sustainability & Returns: Generate sustainable revenue streams (user fees, insurance premiums, agricultural exports).
- Private Sector Crowding-In: Launch resilience bonds and PPPs for renewable energy, water, and housing.
- Resilient Recovery Systems: Ensure disasters no longer push countries back into poverty cycles.
- Global-Local Linkages: Feed results into the One Humanity Index and global solidarity architecture.

Key Outputs: OHF embedded in national budgets; disaster recovery costs significantly reduced; resilience dividend realized.

### **Operationalization Activities on the Ground**

Mozambique Example (USD 300M total):

- Resilient Agriculture: Rice and cassava irrigation systems; fisheries upgrading.
- Energy: 500 rural solar microgrids powering clinics and schools.
- Coastal Protection: Sea walls and mangrove restoration covering cyclone-prone provinces.
- Insurance & Fiscal Buffer: National parametric insurance pool reducing fiscal shocks.
- Capacity: Training 10,000 local officials and volunteers in disaster risk management.

Similar roadmaps can be applied in Zimbabwe (irrigation, drought-resistant crops), Haiti (resilient housing, flood-control systems), and East Timor (eco-tourism, fisheries management).

### **Governance Mechanisms**

- National OHF Steering Committee (chaired by Ministry of Finance, co-chaired by Ministry of Environment/Disaster Management).
- Independent Oversight Body for transparency, anti-corruption, and citizen accountability.
- Regional Coordination Mechanisms to address shared risks (cyclones, drought corridors, epidemics).

- Joint Steering Platform with Loss and Damage Fund to align reconstruction with immediate compensation flows.

### **Key Performance Indicators (KPIs)**

1. Finance Mobilization: Leverage ratio achieved (target: 3x within 5 years).
2. Preparedness: % of population covered by early warning systems (target: 90% by year 5).
3. Response: Average disaster response time (target: within 72 hours).
4. Recovery: % of infrastructure rebuilt to resilient standards post-disaster (target: 100%).
5. Resilience Dividend: Value of economic losses avoided annually (target: USD 1.5 return for every USD 1 invested).
6. Community Engagement: % of projects with participatory monitoring (target: 75% by year 5).

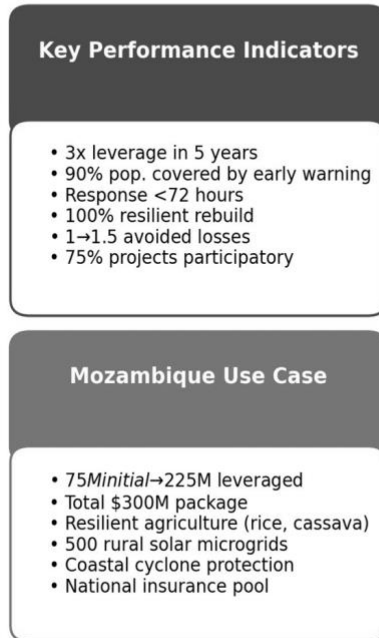
### **Roadmap for Countries**

1. Adopt OHF National Framework aligned with development and climate strategies.
2. Disburse Initial Investment (USD 50–75M) and secure co-financing.
3. Implement Pilot Projects in year 1; scale through years 2–5.
4. Achieve 3x Leverage and embed OHF into national disaster and development plans.
5. Transition to Sustainability with revenue-generating resilience infrastructure.

### **Conclusion**

The OHF Implementation Plan transforms finance into resilience. Through a staged approach, strong governance, and measurable KPIs, countries can operationalize the Fund on the ground. The Mozambique use case shows how USD 75M initial investment can unlock USD 225M additional resources, yielding a USD 300M package that delivers food security, renewable energy, and cyclone protection. If systematically applied, this model ensures that fragile and vulnerable countries can finally break the cycle of disaster-induced poverty and step onto a path of sustainable development.

# One Humanity Fund - Implementation Plan Summary



**One Planet One People One Humanity**

## Legal Documentation and Requirements

**Political Endorsement:** Before operationalizing the Fund in any subscribing country, formal political endorsement is required at the highest levels:

- **Head of State / Head of Government:** Signature of national commitment to join the One Humanity Fund.
- **Parliamentary Ratification:** Approval of subscription terms, fiscal space allocation, and long-term commitment.
- **Central Bank Authority:** Endorsement to authorize capital inflows, foreign exchange management, and compliance with prudential regulations.

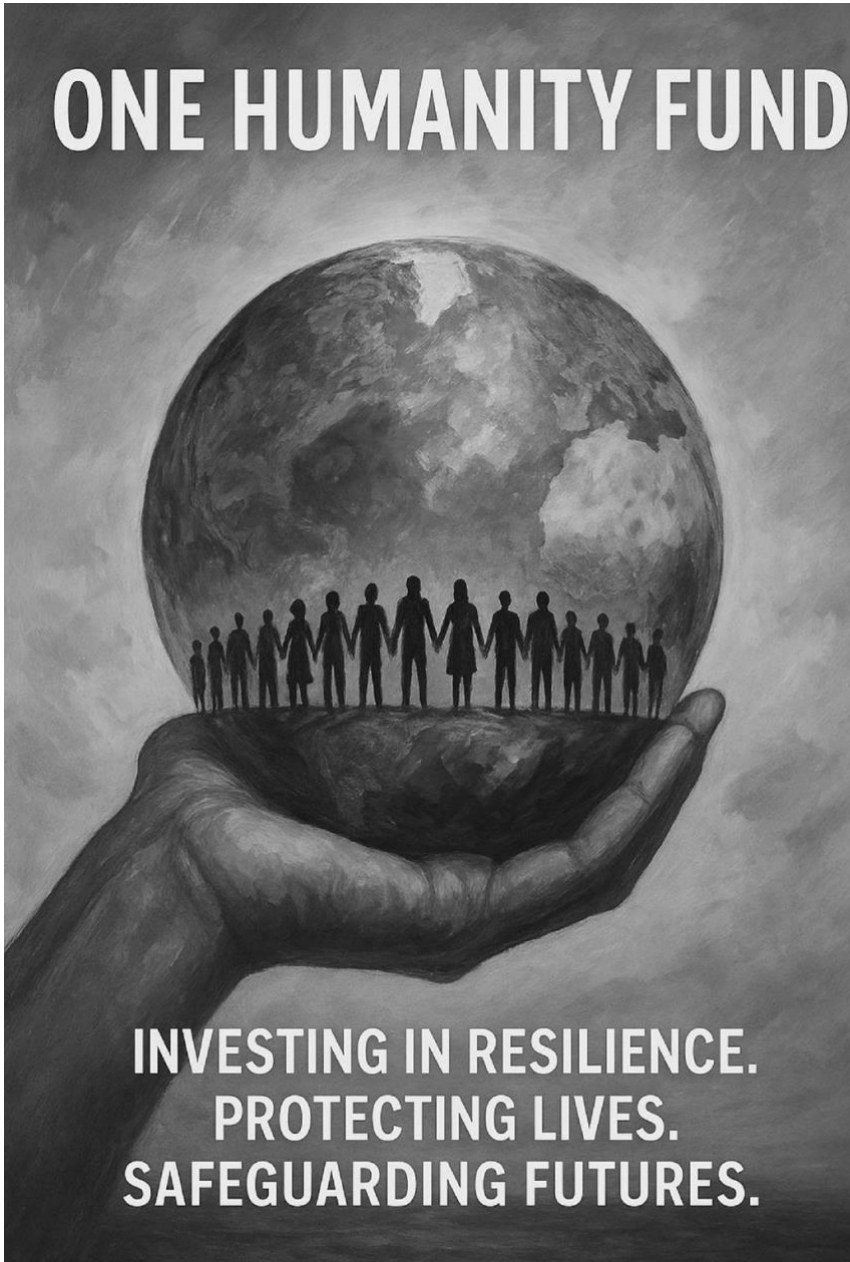
This political mandate ensures legitimacy, enforceability, and alignment with national sovereignty and development strategies.

**Core Legal Documentation:** To operationalize the Fund, each subscribing country will require a comprehensive legal package including:

1. Memorandum of Understanding (MoU) – between the Fund Secretariat and the national government to establish cooperation framework.
2. Non-Disclosure Agreements (NDAs) – signed by all participating parties (governments, investors, fund managers, technical partners).
3. Country Subscription Agreement – legally binding contract setting out contributions, rights, and obligations.
4. Shareholder / Partnership Agreements – for equity or blended-finance structures involving private sector investors.
5. Fund Governance Charter – defining representation of the subscribing country in the Fund Board and committees.
6. National Implementation Agreement – specifying roles of ministries, agencies, and local authorities.
7. Central Bank Compliance Letter – ensuring conformity with monetary/fiscal policies and regulations.
8. Risk Management & Insurance Contracts – including parametric insurance and reinsurance treaties.
9. Environmental and Social Safeguard Agreements – aligned with IFC and UN standards.
10. Procurement & Transparency Protocols – governing competitive bidding and anti-corruption mechanisms.
11. Dispute Resolution and Arbitration Clauses – outlining recourse under international law.
12. Audit and Reporting Framework – requiring annual audits, monitoring, and evaluation.
13. Exit and Termination Provisions – defining the legal process if a country or investor withdraws.

## **Conclusion**

This legal documentation framework provides the backbone of credibility, enforceability, and transparency for the One Humanity Fund. By securing high-level political endorsement and executing a comprehensive suite of legal agreements, each country ensures that Fund capital is not only mobilized but also effectively governed, safeguarded, and delivered for resilience and development impact.



## **CHAPTER 9**

# **Charter for One Humanity: A New Global Architecture**

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## **A Short Manifesto**

### **Humanity is one.**

Across every nation, culture, belief, and generation, we belong to a single human family, living on one shared planet, bound by a common destiny.

The world is changing faster than our institutions, our politics, and our mindsets. Conflict spreads. Climate destabilizes. Inequality deepens. Technology reshapes life itself. No border can contain these forces. No nation can face them alone.

This moment demands more than cooperation. It demands **conscience**.

One Humanity is a call to move beyond division and fear, beyond short-term interests and inherited systems. It is a call to place human dignity above power, prevention above reaction, solidarity above competition, and the future above convenience.

It calls us to protect the most vulnerable, to safeguard our planet, to redefine security around human life, to shape prosperity around wellbeing, and to renew partnership as a shared responsibility.

One Humanity is not an institution.

It is not an ideology.

It is a choice.

A choice to recognize that no child is foreign.

That no nation is disposable.

That no generation owns the Earth.

The age of isolated solutions is over.

The age of shared destiny has begun.

One Planet.

One People.

**One Humanity.**

## **Public Declaration**

*Adopted at the One Humanity Summit | Uniting the World in 24 Hours*

### **One Planet. One People. One Humanity.**

We, the participants of the One Humanity Summit, united across continents, cultures, generations, and societies, affirm a fundamental truth:

#### **Humanity is one. Our future is shared. Our responsibility is collective.**

At a time of accelerating conflict, climate disruption, technological transformation, and widening inequality, no nation, no institution, and no generation can secure its future alone. The risks we face are planetary. The solutions must be human.

This Charter proclaims **One Humanity** as a guiding principle for global life in the 21st century: that every person belongs to a single human family, living on one shared planet, bound by equal dignity and interdependent destiny.

#### **Our Shared Diagnosis**

The world has entered a new era of systemic risk.

Wars persist. Climate shocks intensify. Displacement grows. Trust erodes. Technologies outpace ethics.

Eighty years after the founding of the United Nations, humanity possesses unprecedented knowledge, capacity, and connectivity—yet the countries most exposed to fragility, climate threat, and poverty remain the least protected.

This is not a failure of ideals.

It is a failure of **focus, prioritization, and collective will.**

One Humanity calls for a historic shift:

- from reaction to prevention, from power to responsibility, from fragmented interests to shared destiny.

#### **The Five Pillars of One Humanity**

All global action must now align around five inseparable pillars:

##### **✓ People – Human Dignity First**

Ending extreme poverty and hunger. Guaranteeing access to health, education, protection, and opportunity. Upholding human rights, gender equality, youth leadership, and cultural diversity.

##### **✓ Planet – Earth as a Shared Trust**

Safeguarding climate stability, oceans, biodiversity, land, water, and clean energy systems for present and future generations.

### ✓ **Peace – Human Security**

Preventing conflict, protecting civilians, strengthening justice and rule of law, countering hate and disinformation, and building resilient societies.

### ✓ **Prosperity – Inclusive Futures**

Advancing fair economies, ethical technologies, debt justice, decent work, and development models centered on wellbeing, not extraction.

### ✓ **Partnership – A New Global Social Contract**

Renewing multilateralism with legitimacy, empowering youth and civil society, strengthening global public goods, and rebuilding trust across nations and cultures.

## **Our Collective Commitments**

Under this Charter, humanity commits to:

- Place the poorest and most vulnerable nations structurally at the center of global priorities.
- Invest in prevention, resilience, and preparedness before crisis response.
- Govern technology in service of human dignity and planetary wellbeing.
- Protect the global commons as a shared inheritance.
- Institutionalize responsibility toward future generations.

## **A Call to Humanity**

This Charter is addressed not only to governments and institutions, but to every human being.

To leaders: act beyond borders and short-term interests.

To innovators and investors: align progress with life and justice.

To educators, artists, and media: rebuild narratives of shared destiny.

To youth: claim your role as architects of the long future.

To all people: recognize that global change begins with human solidarity.

## **Declaration**

From this Summit forward, we affirm:

The age of isolated solutions is over.

The age of shared responsibility has begun.

# **One Planet. One People. One Humanity.**

*Adopted at the One Humanity Summit – Uniting the World in 24 Hours*

## **Preamble**

We, the participants of the One Humanity Summit, convened across continents, cultures, generations, and societies, affirm a shared truth: humanity is now bound together by risks, technologies, and destinies that no nation can confront alone.

Eighty years after the founding of the United Nations, the world stands at a civilizational inflection point. Conflict is resurging, climate disruption is accelerating, inequality is widening, and technological power is outpacing ethical governance. The institutions created to protect peace, dignity, and development have expanded in form, yet too often fallen short in impact—particularly for the poorest nations and Small Island Developing States, whose vulnerability has been recognized but never structurally prioritized.

The One Humanity Summit is not another conference. It is the birth of a new architecture of global engagement—rooted not in blocs, ideologies, or power hierarchies, but in the indivisible dignity and shared future of the human family.

This Charter articulates a unifying doctrine, a moral compass, and a practical framework to guide global cooperation in the 21st century and beyond.

## **Article I – One Humanity Principle**

Humanity is one.

Across all nations, cultures, beliefs, and generations, every person belongs to a single human community living on one shared planet. Human dignity is universal, indivisible, and non-negotiable. The survival, security, and prosperity of any people are inseparable from the survival, security, and prosperity of all.

We affirm that:

- Human life has equal worth everywhere.
- No nation is expendable.
- No generation has the right to mortgage the future of another.
- No technological or geopolitical ambition supersedes human dignity.

This Charter establishes One Humanity not as a slogan, but as a governing principle for international relations, development, security, technology, and planetary stewardship.

## **Article II – The Diagnosis of Our Time**

We recognize with clarity and honesty that:

1. **The world is entering a systemic risk era.** Climate change, pandemics, digital destabilization, debt crises, and geopolitical fragmentation now interact as compound threats.

2. **Global governance has outgrown its founding assumptions.** The multilateral system was designed for post-war cooperation among great powers; it now operates in a multipolar world of transnational risks, non-state power, and technological acceleration.
3. **The greatest moral failure of the international system has been mis-prioritization.** The poorest nations and Small Island Developing States remain structurally exposed to shocks they did not create and cannot absorb.
4. **Humanitarian response has too often replaced prevention, and management of vulnerability has substituted for transformation.**

This Charter therefore commits humanity to a shift from reactive multilateralism to preventive, justice-centered, and future oriented cooperation.

### **Article III – The Five Pillars of One Humanity**

All action under this Charter is anchored in five integrated pillars:

#### **1. People – Human Dignity and Wellbeing**

Guaranteeing the foundations of life and dignity: freedom from extreme poverty and hunger; universal access to health, education, and protection; gender equality; youth empowerment; and the safeguarding of cultural and indigenous heritage.

#### **2. Planet – Earth Stewardship**

Protecting the planetary systems that sustain life: climate stability, biodiversity, oceans, land, water, and clean energy— recognizing Earth not as a resource to exploit, but as a shared inheritance to protect.

#### **3. Peace – Human Security**

Advancing a redefinition of security centered on people and communities: prevention of conflict, protection of civilians, rule of law, digital and informational integrity, and resilience to disasters and systemic shocks.

#### **4. Prosperity – Inclusive Futures**

Building economic systems that serve humanity: equitable finance, debt justice, ethical technology, decent work, and the transition from extraction-based growth to wellbeing-based development.

#### **5. Partnership – A New Social Contract**

Renewing multilateralism with legitimacy and soul: empowering youth and civil society, strengthening global public goods, fostering cross-sector cooperation, and rebuilding trust across nations and cultures.

## **Article IV – Structural Commitments**

Under this Charter, participating institutions, governments, cities, organizations, and partners commit to:

### **1. Asymmetric Prioritization**

Embedding vulnerability, exposure, and intergenerational risk into the allocation of global attention, finance, and protection—placing the poorest nations and Small Island Developing States structurally at the center of global cooperation.

### **2. Prevention before Response**

Re-orienting diplomacy, development, and financing toward anticipation, resilience, and preparedness rather than perpetual crisis management.

### **3. Human-Centered Technology**

Ensuring that artificial intelligence, data systems, and frontier technologies are governed by ethics, transparency, inclusion, and protection of human agency.

### **4. Planetary Public Goods**

Scaling pooled financing, shared infrastructure, and cross-border mechanisms to protect climate stability, biodiversity, global health, and digital trust.

### **5. Intergenerational Governance**

Institutionalizing the voice and rights of future generations within decision-making, investment, and accountability frameworks.

## **Article V – Instruments of Implementation**

This Charter establishes a living framework, to be advanced through:

- **One Humanity Diplomacy** – a permanent architecture of dialogue uniting governments, cities, civil society, innovators, and youth.
- **One Humanity Fund** – a global financing platform for resilience, preparedness, recovery, and systemic transformation.
- **One Humanity Index** – a planetary scorecard tracking progress across People, Planet, Peace, Prosperity, and Partnership.
- **One Humanity AI Media & Data Centre** – to support ethical analytics, foresight, and inclusive global narratives.

- **Annual One Humanity Summits** – as a continuing planetary forum for accountability, innovation, and collective mobilization.

## **Article VI – A Call to Humanity**

This Charter is addressed not only to governments and institutions, but to humanity itself.

- To leaders: govern with courage beyond electoral cycles and geopolitical reflexes.
- To investors and innovators: align capital and technology with life, dignity, and future generations.
- To educators, artists, and media: rebuild narratives of shared destiny.
- To youth: claim your rightful place as architects of the long future.
- To every citizen: recognize that global responsibility begins with human solidarity.

## **Closing Declaration**

The One Humanity Summit proclaims this Charter as a foundational commitment of the 21st century:

To move from division to shared destiny.

From reaction to prevention.

From vulnerability to resilience.

From power to responsibility.

From institutions of states to a civilization of humanity.

One Planet.

One People.

One Humanity.

## One Humanity Summit — Cinematic Opening Text

Global Broadcast Opening Sequence

*(Soft silence. A heartbeat. Wind. Ocean. The Earth slowly appears.)*

### NARRATOR

Before there were nations...

Before there were borders...

Before there were flags, markets, or machines...

There was a planet.

And there was humanity.

One sky.

One ocean.

One fragile home, carrying eight billion stories.

*(Sunrise over the Pacific. Kiribati. Waves. Children. Satellites. Cities waking.)*

Today, as the sun rises in the first place where tomorrow is born... and begins its journey across every longitude, every culture, every people...

We come together, not as blocs...

not as ideologies... not as rivals...

But as humanity.

*(Rapid global montage: forests, hospitals, refugee camps, classrooms, labs, satellites, protests, prayers, storms, coral reefs, newborns.)*

We live in an age of extraordinary power... and

unprecedented fragility.

The climate is changing.

Conflicts are multiplying.

Technologies are reshaping life itself.

Our risks are planetary.

Our future is shared.

No nation can secure it alone.

No wall can protect it.

No generation owns it.

*(Faces in extreme close-up. Elderly eyes. A child. A nurse. A farmer. A coder. A refugee. A scientist. An islander.)*

This is the moment that tests who we are.

Whether power will prevail over responsibility.

Whether fear will defeat solidarity.

Whether the future will be inherited... or abandoned.

*(Earth from space. Sunlight moving across continents.)*

Today, for twenty-four hours, the world becomes one room.

From islands to megacities.

From villages to capitals.

From the Global South to the Global North.

Voices. Ideas. Cultures. Generations.

Not to speak about humanity.

But to speak **as** humanity.

*(Music builds.)*

This is not another summit.

This is a turning point.

From reaction to prevention.

From division to shared destiny.

From survival to responsibility.

*(Title slowly emerges.)*

**ONE PLANET.**

**ONE PEOPLE.**

**ONE HUMANITY.**

Welcome to the **One Humanity Summit.**

*(Music resolves. Broadcast begins.)*

**Conclusion:**  
**From World Order to Human Order**

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## **Conclusion – From World Order to Human Order**

This book has built a narrative towards a vision to build a just, peaceful, and sustainable world for One Humanity, all 8 billion people, in all 200 places (countries and territories), in one shared planet. Rooted in the principle of One Humanity, this Agenda for Humanity with a Conscience calls for a renewed global cooperation compact – across governments, generations, geographies, and sectors.

This journey of *Trust “a Road to One Humanity”* which I am proposing harmonises a change of the Narrative Diplomacy, a change of the United Nations and within a multipolar world order, a change of the global governance Beyond Multilateralism.

### **A CHANGE OF NARRATIVE DIPLOMACY - THE STORY WE SHARE**

Why this change of narrative now? Because humanity needs a unifying storyline rooted in dignity, duty, and delivery. Narrative diplomacy weaves diverse national interests into a shared human purpose - turning differences into the mechanism for cooperation, going beyond zero-sum politics.

- **Listening before leading:** country visits and dialogues with permanent missions, regional blocs, cities, and civil society.
- **From grievances to goals:** translate “pain points” into actionable compacts with milestones and funding pathways.
- **Trust by transparency:** open KPIs, quarterly briefings, and an UN Ethics & Accountability Pact.

The Agenda for One Humanity is not just a policy proposal - it is a moral imperative. It recognizes that the challenges of our era are interconnected and that the solutions must be as united as the humanity they seek to serve. This new narrative for world diplomacy creates the conditions for an Impactfull change of the United Nations, our shared conscience for Humanity.

## **A CHANGE OF THE UNITED NATIONS (toward the UN Humanity Needs)**

Eighty years after its establishment, the United Nations has achieved near-universal legitimacy and constructed an extensive diplomatic, normative, and operational architecture. However, this is common understanding that the UN has failed to deliver commensurate impact where global need has been greatest - in the world's poorest nations and Small Island Developing States (SIDS).

Using a rigorous assessment of Impact/Relevance and Effectiveness across the UN's three foundational mandates from 1945 - international peace and security, friendly relations among nations, and international cooperation and human rights the analysis reveals a widening gap between mandate intent and lived outcomes.

The findings demonstrate that while the UN remains highly relevant in principle, its operational focus, financing models, and political incentives have systematically prioritized geopolitical stability, consensus management, and middle-income trajectories over structural transformation in the most vulnerable states.

For SIDS and the poorest nations, UN engagement has largely managed crises and vulnerability rather than prevented them, normalized humanitarian dependence rather than built resilience, and emphasized procedural equality over equitable outcomes. The UN's central shortcoming is not a deficit of mandates, data, or institutional capacity, but a persistent failure of focus, prioritization, and enforceable commitment.

In response, I propose a One Humanity Reform Doctrine, calling for a doctrinal realignment of multilateralism toward human security, asymmetric prioritization based on vulnerability, guaranteed delivery of global public goods, and outcome-based accountability - without which the UN risks continued relevance in form but declining legitimacy in function for the humanity it was created to serve.

## **The One Humanity Reform Doctrine**

The assessment presented leads to an unavoidable conclusion: the United Nations cannot meet humanity's future needs through incremental reform of legacy structures. The scale of global inequality, climate disruption, conflict, and displacement - disproportionately borne by the poorest nations and Small Island Developing States (SIDS) - requires a doctrinal shift in how multilateralism defines purpose, priority, and success.

The One Humanity Reform Doctrine reframes the United Nations not primarily as a forum of sovereign equality, but as a system of shared responsibility for human survival, dignity, and opportunity. Under this doctrine, universality of membership is preserved, but equity of impact becomes the governing principle. Those facing the highest levels of structural vulnerability and existential risk must receive the highest level of collective protection, investment, and institutional attention.

First, One Humanity redefines international peace and security as human security. Armed conflict, climate collapse, debt insolvency, food insecurity, and mass displacement are treated as interconnected threats to peace. For SIDS and the poorest nations, this doctrine mandates anticipatory action-automatic access to resilience financing, preventive deployments, and binding protection measures-before crises escalate into humanitarian or security emergencies.

Second, One Humanity replaces fragmented assistance with guaranteed global public goods delivery. Basic climate resilience, health security, food systems, energy access, digital connectivity, and education are no longer discretionary development outcomes but collective obligations. Financing mechanisms must be predictable, vulnerability-based, and shielded from geopolitical conditionality, ensuring that the poorest and most exposed societies are not perpetually left to manage global shocks they did not create.

Third, One Humanity establishes asymmetric prioritization as a formal operating rule of the UN system. Equality of voice is maintained, but equality of allocation is explicitly rejected where it perpetuates injustice. Mandates, budgets, and performance metrics are weighted toward reducing vulnerability, dependency, and intergenerational risk among SIDS and the poorest nations.

Finally, One Humanity introduces outcome-based accountability as the measure of UN legitimacy. Success is no longer defined by resolutions adopted or processes completed, but by demonstrable improvements in human security, resilience, and prosperity where conditions are worst. If vulnerability persists or worsens in the poorest countries, the system must be deemed underperforming regardless of procedural compliance.

The *One Humanity Reform Doctrine* thus restores the moral and strategic core of the United Nations: not neutrality between unequal conditions, but solidarity translated into measurable protection and progress. Without this doctrinal realignment, the UN risks entering its next decade as a well-intentioned institution that continues to manage global disorder rather than prevent it-failing most profoundly those whose futures are most at risk.

If the United Nations is to remain credible and effective in its ninth decade, it must abandon the assumption that equal treatment produces fair outcomes.

The future of multilateralism must be explicitly people-centered and asymmetric, prioritizing those at the frontline of humanity's greatest risks. The One Humanity Reform Doctrine articulated in this Candidacy offers a necessary recalibration: redefining peace as human security, establishing vulnerability-based prioritization, guaranteeing delivery of essential global public goods, and anchoring legitimacy in measurable impact rather than procedural compliance. Without such a doctrinal shift, the UN risks continuing as a well-intentioned but structurally inadequate institution - most profoundly failing those whose survival, dignity, and future depend on multilateral action the most.

## **Internal Restructuring and Programmatic Reform (2027-2031)**

Humanity stands at a crossroads, with over 8 billion people inhabiting one interconnected planet, yet facing unprecedented humanitarian, peace and security, development, and governance challenges. The current structure of the United Nations-fragmented across more than 67+ agencies, funds, and programmes-is increasingly viewed as ineffective and outdated. This roadmap provides a comprehensive restructuring and programmatic integration strategy for the next five years (2027–2031), rooted in the five foundational pillars of the UN: peace and security, humanitarian action, sustainable development, international rule of law, and human rights.

### **Foundational Principles for Reform**

- **Systemic Coherence:** Overcome institutional fragmentation and align goals, operations, and reporting mechanisms.
- **Universal Legitimacy:** Enhance transparency, representativeness, and accountability to global citizens.
- **Mission-Driven Efficiency:** Streamline operations to reduce overlap and administrative waste.
- **Digital Transformation:** Leverage AI, data, and digital platforms to modernize UN functions.
- **Global Equity:** Ensure reforms address systemic inequalities and reflect regional diversity.

### **Institutional Restructuring Plan**

#### *Cluster-Based Integration Model*

The UN will consolidate over 67+ entities into five core Clusters/Agencies:

**Peace and Security** UN Peace & Security Nexus (UN-PSN)

Integrating: DPO, DPPA, UNODA, UNOPS, ... (security arm)

**Humanitarian Action** UN Humanitarian Response Cluster (UN-HRC)

Integrating: OCHA, UNHCR, WFP, IOM, UNICEF (emergency wing)

**Sustainable Development** UN Sustainable Futures Alliance (UN-SFA)

Integrating: UNDP, UNEP, UN-Habitat, IFAD, FAO, UNCTAD, ...

**International Rule of Law** UN Justice & Governance Cluster (UN-JGC)

Integrating: UNODC, OHCHR, UNICRI, DESA, ... (governance wing)

**Human Rights & Inclusion** UN Rights & Equity Cluster (UN-REC)

Integrating: UN Women, UNFPA, UNESCO, ILO, UNAIDS, ...

#### *Cross-Cutting Integration Offices (and Secretariat)*

- Global Digital Governance Office (merging ITU, UNITAR, UNIC)
- UN Knowledge & Foresight Hub (integrating UNU, data labs)
- UN Innovation & Crisis Accelerator (UNICA)

#### *Governance Reform Measures*

- Revise UNSC membership to include permanent seats for Africa, Latin America, West Asia, Asia Pacific and a civil society representative.
- Transform ECOSOC into a Global Economic Coordination Council.
- Consolidate G77 and OECD-style groupings into a Global Development Assembly.

### **Programmatic Integration Plan (2027–2031)**

#### *Five-Year Milestones*

**2027** Launch "One UN" integration framework; appoint Integration Commissioners

**2028** Amend Charter to allow legal Agencies consolidation

**2029** Operationalize Agencies and unified delivery systems

**2029** Deploy real-time digital monitoring dashboards for all programs

**2030** Global review conference to codify UN Charter One Humanity

**2031** One UN One Humanity fully operational

This “reinvented” United Nations will be well positioned to transform the lives of 8 billion People, Places (more than 200 countries and territories) and one shared Planet in a new international world order, multipolar in nature and with focus in *One Humanity with a Conscience*.

## **A CHANGE OF THE WORLD ORDER BEYOND MULTILATERALISM**

The international system is undergoing one of the most consequential transitions since the end of the Second World War. Intensifying great-power rivalry between the United States and China, accelerating technological disruption, the climate emergency, financial volatility, demographic shifts, and the widening gap between global institutions and global realities are reshaping the foundations of global order. In this context, the need for a new framework of cooperation-capable of addressing planetary challenges and protecting the dignity and wellbeing of all people-has never been more urgent.

The comparative analysis of current different national strategies reveals an international system at a crossroads. All superpowers and other nations articulate ambitious visions, yet both remain constrained by national interest, ideological posture, and the logic of great-power competition. At a time when humanity faces existential challenges - from climate collapse to pandemics, from digital fragmentation to widening inequalities - business-as-usual geopolitics is no longer tenable.

The One Humanity framework offers an alternative pathway: placing people, places, peace, prosperity, and partnerships at the center of global architecture; grounding governance in dignity, equity, and planetary stewardship; and mobilizing technology ethically for the benefit of all. This approach recognizes that the world's poorest and most vulnerable nations must become the priority-not the periphery-of global action. It also affirms that global order cannot be shaped solely by military power, economic might, or civilizational narratives, but by collective intelligence and shared responsibility.

A future world order capable of meeting 21st-century challenges will requires cooperation across divides, courage to reform outdated systems, and commitment to universal human wellbeing. It will require the U.S.A., China, Russia, the United Kingdom and France, but also the African Union, European Union, ASEAN, CPLP and

Commonwealth - together with all nations and other regional blocks - to adopt a mindset that transcends zero-sum rivalry. The Nash-equilibrium approach outlined in this One Humanity framework demonstrates that cooperative strategies are not only morally necessary but strategically rational.

Ultimately, the future of humanity demands a paradigm that lifts all people and empowers all places. The One Humanity vision is not merely a philosophical aspiration beyond multilateralism - it is a practical roadmap for global survival, justice, and shared prosperity. In a world of interdependence, no nation can succeed alone; but together, humanity can build a future worthy of the generations to come.

It is time for Humanity!

### **As a Way of Conclusion**

This book has built a narrative towards a single, unifying proposition: the future of geopolitics and the new world order is inseparable from the future of humanity, people, places and planet, itself.

Across nine chapters, we have examined power, institutions, diplomacy, finance, technology, and time - not as isolated domains, but as components of a shared system.

The evidence is clear. When global governance fails to prioritize the most vulnerable (more than hundreds poorest nations and Small Island Developing States), instability spreads, and impacts globally. When prevention is neglected, crises multiply. When dignity is treated as secondary, legitimacy erodes.

The *One Humanity* vision offers a different path.

It does not deny geopolitics - it **humanizes it**.

It does not weaken sovereignty - it **redefines responsibility**.

It does not reject competition - it **bounds it within international cooperation**.

By proposing a One Humanity Index to measure what truly matters, a One Humanity Fund to finance resilience, a reimagined United Nations capable of delivery, and a new diplomacy rooted in equilibrium rather than dominance, this book outlines a **coherent architecture for a shared future for Humanity**.

The choice before humanity is no longer ideological. It is existential.

We can continue to manage fragmentation - or we can design cooperation.

We can react to crises - or we can prevent them.

We can govern for power - or we can govern for people, places and planet.

The future world order will be written by those who understand that **humanity is no longer divisible without consequence**.

One Planet.

One People.

**One Humanity.**