

## **Pact Innovation Plan**

### *Executive Summary*

The Pact for the Future outlines 291 sub-actions for Member States and 70 for other stakeholders. Taking forward the Pact for the Future will require both innovative and multistakeholder approaches with clearly established milestones along the way. The proposed Pact Innovation Plan seeks to contribute to an evolving choreography for a strategic and creative, multistakeholder approach to Pact following-through, drawing on the leadership of various key entities including the UN, Member States, and civil society-driven ImPact Coalitions.

The Pact Innovation Plan could leverage expert analytical capacity across the Global Governance Innovation Network's 95 member organisations, as well as its wider partners and Pact for the Future champions to: i) **inform, through evidenced-based research, key negotiating moments** in the follow-up to the Pact; ii) **convene informal opportunities for dialogue** among experts and champions (e.g. leveraging Think Tank-20 [T20] working groups); iii) **map out timelines and identify strategic opportunities** for the UN, Member States, and ImPact Coalitions to accelerate Pact outcomes (e.g. FFD4, PBAR, COP, G20 etc); and iv) connect to expanded civil society networks to support **Pact implementation through the ImPact Coalitions, especially in partnership with Coalition for the UN We Need.**

Furthermore, as the chief, strategic tool for organizing across the Pact Innovation Forum and utilizing its associated Pact Monitoring Toolkit (*see accompanying concepts for further details*), the Pact Innovation Plan would aid through **targeted policy research and dialogues** longer-term support for cross-sector Pact follow-up, giving attention to **key messaging** and the cross-pollination of **lessons learnt and best practices** generated by scholars and policy researchers.

Initially, the Pact Innovation Plan could consider four key steps to inform its initial workflow:

- A (late February) **expert-level kick-off discussion** on key deliverables and utilities for a Pact Innovation Forum to inform strategic priorities of a proposed Pact Innovation Plan, supported by a subsequent wider **e-consultation** with civil society and other stakeholders.
- Create a **sounding board** for the development and delivery of the Pact Innovation Plan based on 2024 Pocantico Retreat, kick-off discussion, and e-consultation discussion outcomes.
- A (July) **PR-level meeting** to finalize the Pact Innovation Plan, followed by a **UNGA High-Level week side event** to socialize the initial launch of the plan.
- A proposed high-level, second **Pocantico Retreat** (possibly in late October) to initiate necessary evolution of the Pact Innovation Plan for 2026.

## *Full Concept Note on the Pact Monitoring Toolkit*

### **I. Background on the Pact for the Future**

As the main outcome of the Summit of the Future, the Pact for the Future sets out a package of actions and reinforcing commitments to reinvigorate and plan for the future of multilateralism. The Pact encompasses a chapeau, followed by 56 actions featured in five chapters on: i) sustainable development and financing for development; ii) international peace and security; iii) science, technology and innovation and digital cooperation; iv) youth and future generations; and v) transforming global governance. Across the Pact for the Future and the annexed Declaration on Future Generations and Global Digital Compact, there are 361 commitments (“sub-actions”), which form the “to-do list” for multilateralism, with 291 (or 80%) directly requiring Member States’ leadership.

While the Pact was adopted by consensus, it was clear that negotiations were not easy and at times contentious. It is, therefore, imperative not to lose momentum on this milestone agreement, and to really drive its impact forward through implementation. This raises the overarching questions of *how to facilitate and assess progress on implementation*, and *over what time-frame(s)*?

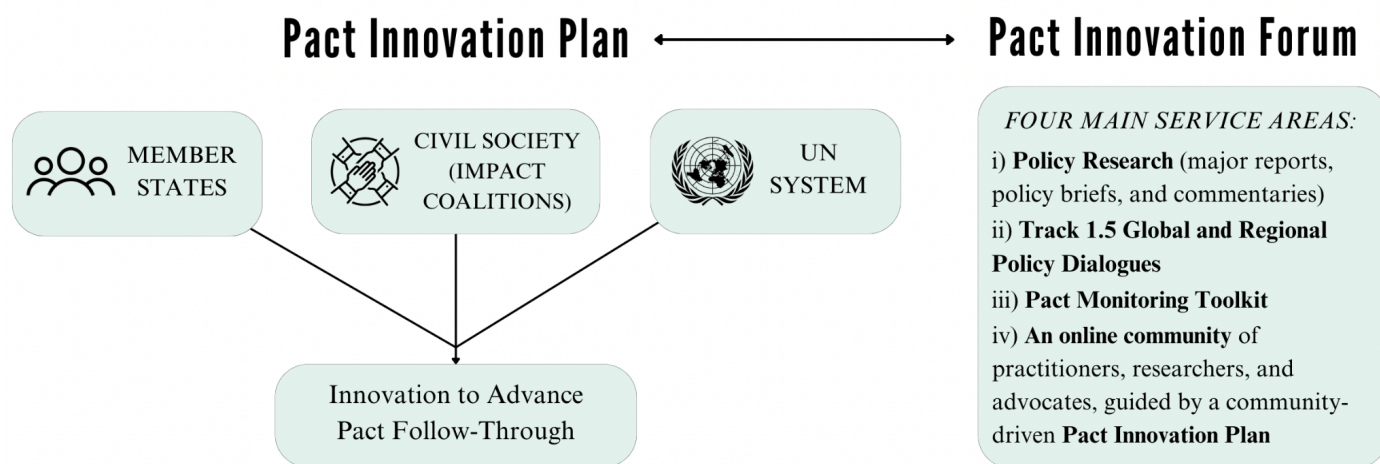
### **II. Rationale for a Pact Innovation Plan**

With the breadth and ambition of ideas in the Pact for the Future, full implementation will require a multistakeholder effort. Diverse actors can and should set their own internal work plans and targets, the success of a multistakeholder effort depends upon concrete, measurable, and achievable goals, combined with myriad networked partnerships to achieve these goals. It is also crucial that the Pact’s overall integrity is maintained, and not viewed as a menu that actors can pick and choose from. Moreover, the expanse of innovation across this document must be packaged in a way that those tasked with implementation can see a clear path to achieving their priorities.

There are 291 sub-actions in the Pact for the Future and its annexes to be led by Member States, and another 70 by other stakeholders and the UN system. While implementation may happen in each actor’s individual context (e.g., national policies or appointments or strategies employed directly by the Secretary-General), addressing these new commitments will require new ways of thinking about implementation and follow-through. In other words, it requires *innovation*. Specifically, it requires innovation in both the functioning of major actors and their partnerships with diverse actors, including Member States, the UN Secretariat and agencies, and civil society (including ImPact Coalitions).

Indeed, promoting innovation, anchored by empirical evidence and widely consulted ideas, forms the overarching rationale for a Pact Innovation Forum. The Pact Innovation Plan, one of two proposed flagship initiatives of the forum (alongside a Pact Monitoring Toolkit—*see accompanying concept*), would bring together the expertise of the Global Governance Innovation Network and other scholars and policy

researchers, to both examine relevant past experiences and put forward a range of creative, forward-looking options to facilitate implementation and follow-through to the Pact for the Future.



### III. Potential PIP Services for Champion Governments

Noting above that a majority of sub-actions or commitments (291 out of 361 or 80% of total sub-actions/commitments) in the Pact for the Future are for Member States to lead in carrying out, the Pact Innovation Plan could offer three key services for champion governments: i) provide an informal coordination plan and platform for champion governments to think creatively about taking forward commitments in the Pact, supported by knowledge and evidence on best practices and research on new policy innovations underpinned by the analytical breadth of the Global Governance Innovation Network; ii) map out intergovernmental (and multistakeholder) processes that already exist (e.g., the Fourth International Conference on Financing for Development: FFD4, 2025 Peacebuilding Architecture Review: PBAR, and annual Climate Conference of the Parties [COP] and G20 gatherings), where earlier adopted Pact for the Future-related intergovernmental frameworks merit revisiting (e.g., beginning with the 2030 Agenda for Sustainable Development and Paris Climate Agreement), and which areas of the Pact may require new policies or follow-on intergovernmental processes to advance specific Pact actions and commitments; and iii) generate fresh ideas for champion governments, through multistakeholder consultations at regional and global levels, on ways to take forward Pact for the Future actions and commitments within a localized context involving diverse state and non-state actors. Overall, the Pact Innovation Plan would help distill the mountain of information around Pact follow through, to draw out a clear path to achieve priorities.

To provide one example, a Pact Innovation Plan might speak to the second proposed service area above by considering how ongoing intergovernmental negotiations, such as next year's FFD4, is already accelerating Pact for the Future implementation, and more specifically, how groups of champion governments might

utilize this opportunity to drill down and support relevant Pact actions (e.g., Action 49 on “reform of the international financial architecture to mobilize additional financing for the Sustainable Development Goals ...”), drawing historical lessons through an examination of relevant cases studies. The Pact Innovation Plan could further map out a timeline and strategy that leverages the International Financial Architecture and Financing for Development ImPact Coalition to generate civil society inputs, supported by expert analysis from the Global Governance Innovation Network, to provide champion Member States with suggested priority areas to inform FFD4 negotiations that speak to Pact for the Future follow-through.

#### **IV. Potential PIP Services for UN System and Multilateral Partners**

Recognizing the United Nations’ central role as a steward in implementing the Pact for the Future, the Pact Innovation Plan could support the UN Secretariat and working groups with: i) innovating through rigorous research on past lessons and offering fresh insights and ideas for facilitating implementation, drawing on a vast worldwide network of scholars and researchers through the Global Governance Innovation Network and partners; ii) connecting UN bodies with relevant scholars, policy researchers, and ImPact Coalitions, including for leveraging opportunities to advance Pact actions and commitments during ongoing FFD4, PBAR, COP30, and G20 negotiations; and iii) providing an informal multistakeholder platform to inform the development of key milestones, timelines, and messaging, alongside champions within civil society and Member States, supported by a robust analytical capacity.

To provide one example, a Pact Innovation Plan might consider how efforts undertaken by UN working groups on Pact for the Future follow-through could map into agenda items for G20 ministerial meetings and the annual G20 Summit, by drawing upon “T20” (the Think Tank 20 network, with which the Global Governance Innovation Network partners) task forces focused on international financial architecture reform and sustainable development financing research. More specifically, the Pact Innovation Forum could convene a dialogues among representatives from the T20, rotating G20 presidency, Global Governance Innovation Network, and UN Secretariat on possible areas for cross-pollination and mutual reinforcement between the G20 and efforts to deliver on the Pact for the future’s agreed actions and commitments (e.g., Pact Action 48 on “reform of the international financial architecture to strengthen the voice and representation of developing countries.”).

#### **V. Potential PIP Services for Civil Society and ImPact Coalitions**

The Pact Innovation Plan could offer an informal coordination roadmap to interested ImPact Coalitions, informing and complimenting the information-sharing platform provided by the civil society-led Coalition for the UN We Need. Specifically, this planning instrument hopes to serve three core functions in support of civil society: i) to connect civil society groups (especially through the ImPact Coalitions) working on innovation and follow-through of the Pact with champion Member States and the UN system; ii) to provide a knowledge resource platform to enhance civil society–academic community linkages, enabling greater research-backed policy advocacy and attention toward perspectives from the global majority countries; and

iii) to facilitate coordination and exchange across diverse civil society actors working on follow-up to different parts of the Pact for the Future, to support an overarching strategy within civil society that speaks to the integrity of the Pact as a whole.

To provide one example, a Pact Innovation Plan might support work with civil society partners, such as the Coalition for the UN We Need, to identify key milestones from now until the General Assembly's 83rd Session Review (September 2028) of the Pact for the Future. This planning tool could further help to coordinate between scholars and civil society representative to produce periodic briefings, including short policy memos (especially from Global Governance Innovation Network scholars in the global majority countries), on how to take commitments in the Pact forward by leveraging upcoming negotiations, including the PBAR (e.g., Action 44 on "We will strengthen the Peacebuilding Commission."), FFD4, COP30, and G20 negotiations, in addition to UN tracks such as the Ad Hoc Working Group on GA Revitalization and Intergovernmental Negotiations on Security Council Reform.

## VI. Conclusion & Possible Next Steps

Two initial proposed priority activities of the Pact Innovation Forum with major stakeholder groups (from governments, the UN system, and civil society) are a Pact Innovation Plan (outlined above) and a Pact Monitoring Toolkit (see accompanying concept note). Potential first steps for standing-up the Pact Innovation Plan could involve:

- A (late February) **expert-level kick-off discussion** on key deliverables and utilities for a Pact Innovation Forum to inform strategic priorities of a proposed Pact Innovation Plan, supported by a subsequent wider **e-consultation** with civil society and other stakeholders.
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Annex I: **Guiding Questions at the Summit of the Future Follow-through Retreat** (25-26 November 2024 at the Pocantico Center)

- What are the chief gains to be leveraged from working across the three main stakeholder groups of Member States, the UN system, and civil society (including ImPact Coalitions) in seeking to innovate and improve implementation results vis-a-vis the Pact for the Future's agreed actions and associated commitments?
- What specific types of analysis (e.g., historical, cross-sectoral comparisons, and multi-actor examinations) and recommended options (e.g., technical, financial, coalition-building, etc.) might

prove most beneficial through a proposed Pact Innovation Plan, and where in the follow-through of the Pact for the Future is there most scope for innovation (e.g., in interpretations of an action/commitment within a specific local context versus in terms of suggesting a concrete global, system-wide reform to deliver on a particular action/commitment)?

- Practically speaking, how should the proposed Pact Innovation Plan evolve (i.e., who are the main actors to be consulted in its development, and how frequently?), and how can the Pact Innovation Plan be rolled out effectively, in order to maximize its impact in terms of both innovation and facilitating Pact implementation for long-term, sustainable results? What are some recommended next steps (e.g., in terms of broader methodological development)?