



## Pact Innovation Plan (2nd ed.) Informal Luncheon Discussion

*An interactive discussion convening Member States experts, select scholars, and civil society representatives, held on 19 March 2026 at the Mission of Germany to the United Nations.*

### SYNTHESIS REPORT

*“And beyond governments, stakeholder engagement continues to build through innovative platforms and global dialogues. Civil society actors and policy innovation networks, including the Global Governance Innovation Network, are contributing to implementation through research, practical policy proposals, monitoring, and inclusive dialogue that translate the Pact’s commitments into action.” – Friday, February 27th 2026, H.E. Annalena Baerbock, 81st President of the General Assembly, “Delivering the Pact for the Future: Progress Made and the Way Forward”*

#### **Rationale and Background**

The Pact for the Future presents 56 Actions and 361 Sub-Actions for Member States, the UN system, and civil society to take forward, following its adoption at the September 2024 Summit of the Future. Delivering on the Pact for the Future (including its Global Digital Compact and Declaration on Future Generations) requires both innovative and multistakeholder approaches with established, clear milestones along the way. This informal, multistakeholder dialogue was convened with 30 UN Missions (including nine co-sponsors from the Global South and Global North), the Office of the President of the General Assembly, the Executive Office of the Secretary-General, and civil society representatives and scholars. Together, they discussed the **Pact Innovation Plan (PIP) 2nd edition**, designed to catalyze and fully harness existing and new capability, promote dialogue, and spark ambition in the follow-through to the Pact for the Future.

Building on the initial foundations of the PIP (1st edition), this latest iteration aims to spark a more forward-looking conversation among Member States and stakeholders about what meaningful implementation could look like in practice. Specifically, a chief purpose of PIP (2nd ed.) is not simply to track commitments, but to stimulate strategic thinking around the most consequential actions emerging from the Pact—those that could shape the global agenda in the years leading-up to the 2028 review and beyond. In doing so, the Pact Innovation Plan seeks to create space for diplomats, practitioners, and experts to consider a fundamental question:

**When the international community looks back in 2028, what will be remembered among the most important achievements and legacy-building innovations flowing from the 2024 Summit of the Future?**

History shows that certain major milestones come to define global summits. The 2005 World Summit, for example, is widely remembered for the creation of the UN Peacebuilding Architecture, the Human Rights Commission’s upgrade into a Council, and the adoption of the Responsibility to Protect. The PIP (2nd ed.) luncheon discussion aimed to identify and shape similar breakthroughs emanating from the 2024 Summit of the Future. Through historical analysis, narrative messaging, visual tools, and a focused, forward-looking exploration of a small set of (now) “Big 10” Actions, this initial draft iteration of the Pact Innovation Plan ignited a constructive conversation; through this exercise, we seek to further raise ambition, encourage creative thinking based on empirical evidence and globally identified needs, and take concrete steps toward the full realization of the Pact’s most transformative commitments.

The [Pact Innovation Plan](#) is a flagship service of the Global Governance Innovation Network's [Pact Innovation Forum](#), which also features a [Pact Monitoring Toolkit](#), housed on a new interactive web portal.

### **Pact Innovation Plan (PIP) Proposed Components for the Second Edition**

- ***Pact Innovation Plan Follow-through:*** The PIP aims to help users identify where momentum exists, what opportunities are emerging, and how Pact commitments can be translated into action.
- ***Policy Research:*** The PIP is a vehicle for targeted policy analysis, practical options, and research-backed insights that can inform implementation discussions at strategic moments.
- ***Milestone Mapping for Pact Follow-up:*** Participants underscored the value of clearly identifying key intragovernmental, UN, and cross-sectoral milestones where Pact-related progress can be advanced, tracked, or socialized.
- ***Visualizations, interactive webpage, and bulletins:*** Strong support for concise and accessible outputs, including visuals, diagrams, and short written products that can help communicate priorities and make the Pact more usable for day-to-day practitioners. The value of the Pact Innovation Plan is highlighted as a means of sharing lessons, connecting networks, and supporting cross-pollination between Member States, UN actors, civil society, and researchers.
- ***Tracking 1.5 dialogue and consultation space:*** The PIP was discussed as a part of a wider ecosystem of informal dialogues, including e-consultations and expert-level exchanges, that can help refine ideas and sustain momentum.
- ***Connection to the Pact Innovation Forum and Monitoring Toolkit:*** The Pact Innovation Plan should remain closely linked to the broader Pact Innovation Forum architecture, including the Pact Monitoring Toolkit, so that analytical support, monitoring, and dialogue reinforce one another.
- ***New for 2nd edition: Pact overlays on outcome documents:*** By cross-referencing against the outcomes of closely related intergovernmental processes, the Pact Innovation Plan identifies where political will for Pact follow-through is ongoing. For example, the research team looked at the outcome document from the Fourth International Conference on Financing for Development (FfD4) to highlight that even if that Pact was not explicitly mentioned, the outcomes aligned directly with various Pact Actions (often multiple times), with, for instance, Pact Action 4's main ideas and sub-actions addressed some 105 times across the FfD4 outcome document.
- ***New for 2nd edition: Suggested (now) "Big-ticket" Actions with existing milestones and processes to build momentum ahead of 2028:*** While the whole Pact remains a priority, this edition of the PIP attempts to see where the most existing momentum for big ticket wins seems to be heading into 2028. In considering existing momentum, major upcoming milestones or recent convenings, and mapping actors and future opportunities for advancing tangible progress, this edition of the PIP identifies 7-10 big-ticket actions that have existing wind in their sails for the 2028 review process for the Pact.

### **Timeline of Suggested Next Steps (2026)**

- ***April - May:*** Further develop and refine the recommended "big-ticket" Actions in the Pact where momentum can be mobilized around existing multilateral processes (whether those overseen by the President of the General Assembly, or outset her purview such as the G20, G7, BRICS+, WTO Ministerial Meetings, Climate COPs, and IFIs Executive Board meetings, prior to the official, high-level review of the Pact in 2028 (based, in large part, on feedback received during the 19 March dialogue).
- ***April - July:*** Preparing practical supporting knowledge products to make Pact follow-through accessible, usable, and easily transferable across practitioners.
- ***April - September:*** Ensuring that the Pact follow-through is connected to already established processes such as, upcoming PGA led Pact follow-through discussions, new UN Secretary-General selection, initial preparations for the 2027 SDG Summit, preparations for the future review of the Global Digital Compact, the Group of Friends on Future Generations, and initial preparations toward the 2028 official, high-level comprehensive review of the Pact for the Future.
- ***November:*** High-level Retreat to evaluate the 2nd edition of the Pact Innovation Plan and Pact Monitoring Toolkit at the Rockefeller Brothers Fund's Pocantico Center.
- ***December and beyond:*** Development of the 3rd edition of the Pact Innovation Plan, as well as ongoing support for Pact follow-through intergovernmental and multistakeholder processes in the lead-up to the official, high-level review of the Pact in 2028.

### **Discussion with Guiding Questions: Key Takeaways**

The following brief summaries reflect key elements of the discussion with participants, operating under Chatham House Rule, in response to three main guiding questions:

***Question #1: Among the Pact’s commitments, which limited number of actions merit special attention over the next 12–18 months to demonstrate tangible progress on some big-ticket initiatives coming out of the Summit of the Future, and what concrete next steps would make them deliverable?***

### **Suggested (further updated) “Big 10” Actions for Member States on the Road to 2028**

The following proposed Actions were presented for discussion and feedback as potential “big-ticket actions” for Member States. This framing highlights where momentum for high impact wins towards 2028 is strongest, based on existing progress, key upcoming milestones, and ongoing mapping of actors and opportunities for advancing tangible progress. The goal is not to identify priorities, but to encourage and facilitate messaging on a clear track record of memorable, high-impact outcomes from across the entire Pact for the Future to spur further momentum in delivering on all Pact Actions. The table below outlines where opportunities for tangible process exist across these key actions.

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <b>Action 4</b>  | <ul style="list-style-type: none"> <li>• Momentum and commitments from FfD4, as well as ongoing reforms at the World Bank and IMF.</li> <li>• Progress on the UN Tax Convention under negotiation and strengthen domestic revenue systems.</li> <li>• Likely discussions on financing for development and the SDG Stimulus package during the 2027 SDG Summit.</li> </ul>                                                                                                                                                         |
| <b>Action 16</b> | <ul style="list-style-type: none"> <li>• Energy from the Peacebuilding Architecture Review.</li> <li>• Active multistakeholder efforts, including through a 500+ organizations ImPact Coalition on Peacebuilding.</li> <li>• Trend of regional bodies like the African and European Unions bulking up their early warning systems.</li> </ul>                                                                                                                                                                                     |
| <b>Action 30</b> | <ul style="list-style-type: none"> <li>• Momentum from the Independent International Scientific Panel on AI and their upcoming interim report.</li> <li>• The diplomatic and multistakeholder opportunities at the Global Dialogue on AI Governance, including upcoming dialogues planned for 6–7 July 2026 in Geneva and May 2027 in New York.</li> </ul>                                                                                                                                                                        |
| <b>Action 36</b> | <ul style="list-style-type: none"> <li>• Momentum from September 2025’s High-Level UNGA session on the World Program of Action for Youth and its follow through.</li> <li>• The recent launch of the Core Principles for Meaningful Youth Participation in Intergovernmental Processes from the UN Youth Office to provide frameworks for national Policy.</li> </ul>                                                                                                                                                             |
| <b>Action 40</b> | <ul style="list-style-type: none"> <li>• Ongoing Intergovernmental Negotiations on Security Council reform.</li> <li>• Several stakeholder groups mobilized to support Member States with reform discussions.</li> </ul>                                                                                                                                                                                                                                                                                                          |
| <b>Action 42</b> | <ul style="list-style-type: none"> <li>• Opportunities generated by the UN80 initiative (e.g., mandate review and consolidation of mandates).</li> <li>• OPGA facilitated moments including the PGA Dialogues on Pact for the Future Follow-through and Linkages to the UN80 Initiative (April), and the Second PGA Dialogue on Pact for the Future Follow-through (anticipated between May and July).</li> <li>• Existing work of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly.</li> </ul> |

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|                  | <ul style="list-style-type: none"> <li>• Rising trends of middle power ownership/leadership of multilateralism.</li> <li>• Ongoing efforts from the Group of Friends on Future Generations to implement Principle 10 of the Declaration on Future Generations, for a transparent and effective multilateral system.</li> </ul>                                    |
| <b>Action 53</b> | <ul style="list-style-type: none"> <li>• The Beyond GDP High Level Expert group published an interim report and recommendations in November 2025, with final recommendations due by the end of the eightieth session.</li> <li>• Multistakeholder coalition working to support actors with research, informal platforms, and potential media coverage.</li> </ul> |

Additional Actions identified by participants that warrant careful consideration were Actions 2, 3, 7, 13, 18, 21, 23, 45, 46, 50, 54, and 55, of these, three specific actions hold true to the criteria of multiple existing opportunities for momentum and gains ahead of 2028, bringing the suggested “Big 7” up to a “Big 10”:

- **Action 3:** The upcoming Food Security Summit in Dubai in September 2026, and the SDG Summit in 2027 will play critical roles in highlighting Action 3 on ending hunger and eliminating food insecurity and all forms of malnutrition.
- **Action 46:** The revitalization of the UN’s humanitarian architecture, combined with the follow up from the Global Digital Compact, especially July’s second convening of the Global Dialogue on AI Governance in Geneva and next May’s (2027) third convening in New York are important in addressing human rights and other emerging challenges.
- **Action 55:** As the PIP and its associated Pact Innovation Forum and Pact Monitoring Toolkit track political will and commitment across stakeholders, it can help to demonstrate a strong political commitment to operationalizing the Pact and strengthening the partnership mechanisms mentioned under Action 55. Additionally, Coalition for the UN We Need’s upcoming Global Futures Forum provides another opportunity for active partnerships in Pact follow up.

Finally, three “accelerators” were identified as possible cross-cutting major issues that relate to and reinforce the above 10 Actions, including: human rights, gender, and future generations.

***Question #2: What specific milestones should be achieved before the next high-level stocktaking moment for the Pact for the Future, and how can progress be tracked in a way that is credible yet politically and administratively light?***

- **Pact follow-through should draw on developments already underway:** Spotlight recent and upcoming milestones for the Global Dialogues on AI Governance, Financing for Development, moving Beyond GDP, Youth and Future Generations, and Security Council and General Assembly reform. Much of this work is underway, and progress should be tracked within established reporting mechanisms (e.g., for the SDGs) to ease the administrative burden.
- **Identifying concrete outputs at the national level that demonstrate forward momentum:** The integration of Pact language into Voluntary National Reviews or national development plans would be a strong milestone that demonstrates the Pact is building momentum on the ground at the country-level.
- **Highlight Pact implementation at the next UN General Assembly High-Level Week:** Show clear, tangible progress of Pact implementation as the UN prepares for its Secretary-General leadership transition.
- **Milestone mapping:** Important to use existing indicators and qualitative assessments (e.g., for the SDGs) rather than relying on resource-intensive new monitoring frameworks. Milestones should do more than simply record activity; they should also help to demonstrate where the Pact begins to shape policy priorities, inform institutional practices, and attract political attention.
- **Communicate “early actions” effectively:** Effectively communicating progress is essential to building credibility and sustaining political momentum. For example, steps on eliminating poverty and food insecurity can illustrate meaningful progress on Action 3 to a wider audience.

- **Demonstrate progress across all aspects of Pact for the Future to avoid the appearance of a hierarchy of Actions:** Cross-cutting issues such as gender, youth, and climate should be lenses of engagement in conjunction with Pact implementation, not afterthoughts.

*Question #3: In the current geopolitical climate and ahead of the forthcoming Secretary-General transition, what practical measures are needed to safeguard continuity of Pact follow-up and ensure it remains a system-wide priority?*

- **Maintaining visibility of the Pact as a whole:** work on a more comprehensive and positive narrative to avoid the Pact being diluted over time as crises and reforms dominate, both within the UN system and to a broader audience. Emphasize concrete steps and measurable outcomes that position the Pact as a practical blueprint rather than a declaratory framework, and communicate it as a guiding foundation that shapes and informs related intergovernmental processes.
- **User-friendly services for Pact follow-up:** Offer working-level staff guidance on Pact-related questions for the Secretary-General interactive dialogues in April.
- **Connect on regional, national, and global levels:** Emphasize that Pact commitments can and must be operationalized beyond New York and systematically translated into regionally adapted frameworks and domestic policy-making, ensuring coherence across governance levels and sustained implementation.
- **Retain broad stakeholder engagement:** Continue to engage Member States, international civil servants, civil society, and the private sector to continue a global, cross-cutting commitment that can stand up to the current geopolitical climate and leadership transition now underway at the United Nations.

## **ANNEX 1: PROGRAM**

### **Welcome & Meeting Overview**

*Cornelia Jarasch, Mission of Germany to the UN  
Petal Gahlot, Mission of India to the UN*

### **Pact Innovation Plan Presentation**

*Richard Ponzio, Co-Director, Global Governance Innovation Network  
Nudhara Yusuf, Senior Advisor, Global Governance Innovation Network*

### **Remarks from Respondents**

*Kereeta Whyte, Team Lead for Sustainable Development, Office of the President of the General Assembly  
Themba Kalua, Director for Pact for the Future Implementation, Executive Office of the Secretary-General*

### **Moderated Dialogue with Guiding Questions**

*Moderated by Cornelia Jarasch*

### **Event Conclusion**

*Brief reflections by Petal Gahlot, Richard Ponzio, and Nudhara Yusuf  
Closing Reflections and Vote of Thanks from Cornelia Jarasch*

## **ANNEX 2: PARTICIPANTS**

Shivani Basnet, Mission of Nepal to the UN  
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Elena Bertozzi, Starling Institute  
Zoe Bibik, Global Governance Innovation Network  
Barbara Buckinx, LISD  
Dwi Wisnu Budi Prabowo, Mission of Indonesia to the UN  
Jennifer Blandin, Global Governance Innovation Network  
Nycolas Candido, Plataforma CIPÓ  
Michael Collins, Institute for Economics and Peace  
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Elena Gomez, Mission of Spain to the UN  
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Jasmine Lim, Mission of Singapore to the UN  
Regina Mies, Mission of Germany to the UN  
Walter Mira, Mission of El Salvador to the UN

Annie Naanda, Mission of Namibia to the UN  
H.E. AvShalom Nghifitikeko, Mission of Namibia to the UN  
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Sukanya Pasi, Global Governance Innovation Network  
Dan Perrell, Baha'i International Community/C4UN  
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Irena Zubčević, Mission of Croatia to the UN