



RESTORING  
TRUST  
MANAGING  
TRANSFORMATION

---

A United Nations that  
Delivers for All

# VISION STATEMENT

OF  
**H.E. DR. KHALILUR RAHMAN**

---

FOREIGN MINISTER OF BANGLADESH  
CANDIDATE FOR PRESIDENT OF THE 81<sup>ST</sup> SESSION OF  
THE UN GENERAL ASSEMBLY





RESTORING  
TRUST  
MANAGING  
TRANSFORMATION

---

A United Nations that  
Delivers for All

**#BANGLADESH4PGA81**

“

Restoring Trust,  
Managing  
Transformation: A  
United Nations That  
Delivers for All ”

The 81st Session of the United Nations General Assembly will open at historic crossroads. Eight decades after the UN Charter was signed in San Francisco, our shared system of multilateral cooperation faces profound challenges. Yet this also presents unprecedented opportunities to renew its promise.

I am a candidate from the Asia-Pacific region and have over 30 years of experience with the United Nations both as a representative of Bangladesh to the UNGA and a senior official at the UN secretariat in New York and at UNCTAD in Geneva. I have attended 16 UNGA sessions as a representative of my country and a senior official of the UN secretariat.

I have worked extensively on development issues facing the Global South, including those affecting least developed countries, land-locked developing countries and small island developing states. I have been holding ministerial level positions in the Government of Bangladesh since 2024.

I am convinced that world now needs a more effective and responsive multilateralism. By working together, we can build a more robust multilateral system that commands the trust of the Member States and delivers concrete benefits for all. I believe that I have the knowledge, experience and leadership capabilities to effectively advance this overarching goal.

## Main Pillars of My Vision

My vision is organized around six interlocking pillars:

Pillar	Title	Core Focus
I	Silence the Guns, Amplify the Voices	Peace, Security, and Justice for All
II	No One Left Behind, No Country Left Out	Sustainable Development, SDG Acceleration, and Countries in Special Situations
III	Our Planet, Our Pact	Climate Resilience and Environmental Sustainability
IV	Rights and Protection - Freedom from Fear and Want	Human Rights, Humanitarian Action, Refugees and Migrants
V	Innovation with Inclusion	Digital Governance, AI, STI, and the Next Generation
VI	We the Peoples - Reimagined	Renewed Multilateralism, UN80 Reforms, and Inclusive Global Governance

## **Prologue: Eight Decades - A Moment for Resolve and Reform**

*"WE THE PEOPLES OF THE UNITED NATIONS determined to save succeeding generations from the scourge of war... to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations large and small."*

*- Preamble, Charter of the United Nations (1945)*

These words are my constant point of reference. They remind me that this Organization was created not for easy times, but for moments of strain and uncertainty like the one we face today. Around us we see brutal conflicts, widening inequalities, unpredictable climate emergencies, erosion of trust, and an information sphere flooded with hate and disinformation. It is precisely in such times that the United Nations is most needed.

The 80th anniversary of the UN, marked by the UN80 Initiative, the Pact for the Future, the Global Digital Compact, and the Declaration on Future Generations, has already charted an ambitious course for renewal. The Secretary General's report

"Shifting Paradigms: United to Deliver" calls for bold paradigm shifts in every pillar of UN work - from splintered to seamless peace operations, from fragmented development structures to joint impact, from duplicative services to shared platforms.

As President of the General Assembly, I will treat this moment not only as an anniversary but as a mandate. I will work with all Member States to build on the ongoing work and translate this emerging reform agenda into concrete, member driven decisions that make our United Nations more coherent, more effective, and more accountable to the people it serves.

*"The pursuit of peace and progress, with its trials and its errors, its successes and its setbacks, can never be relaxed and never abandoned."*

- Dag Hammarskjöld



## **Pillar I:** **"Silence the Guns, Amplify the Voices"-** **Peace, Security, and Justice for All**

Peace is the founding promise of the United Nations. Article 1 of the Charter affirms that our cardinal purpose is "to maintain international peace and security" and to do so in conformity with the principles of justice and international law. Yet conflicts and arms race continue to devastate lives in many regions. Civilians, especially women and children, bear the heaviest burdens.

As President, I will champion a holistic approach to peace- one that prioritizes prevention and political solutions, strengthens peacebuilding, and protects civilians. I will draw inspiration from more than 200,000 peacekeepers from Bangladesh who have actively contributed to international peace and security.

## My commitments

---

- Put political solutions first. I will use the moral authority and convening power of the General Assembly to encourage the peaceful settlement of disputes, in line with Chapter VI of the Charter. I will create space for inclusive dialogue on protracted conflicts, ensuring that people from affected regions, especially women and youth, are heard.
- Protect civilians and uphold international humanitarian law. I will support efforts to ensure unimpeded humanitarian access and the protection of humanitarian and UN personnel, including in Gaza and other crisis settings, in accordance with international humanitarian law. I will continue to advocate for general and complete disarmament.
- Strengthen peacebuilding and sustaining peace. I will deepen the Assembly's engagement with the Peacebuilding Commission and support implementation of the New Agenda for Peace, recognizing that sustainable peace requires investment in institutions, reconciliation, and inclusive development.
- Advance Women, Peace and Security. Bangladesh was a member of the Security Council and a core sponsor when

resolution 1325 (2000) on Women, Peace and Security was adopted. I will promote women's full, equal, and meaningful participation in peace processes, and encourage closer cooperation between the General Assembly, the Security Council, UN Women, and civil society women's networks.

- Combat intolerance, hate speech, and disinformation. I will encourage Member States to safeguard information integrity so that misinformation, disinformation, and hate speech do not undermine social cohesion or fuel violence.

## My initiatives

---

- **UN Peacekeeping Operations: Building on Bangladesh's legacy as a lead troop contributing country, I will spearhead dialogues on making UN's flagship agenda more 'fit-for-purpose' and cost-effective through balanced deployment of human resources and technologies.**
- **Transnational Organized Crimes: In view of the fast-evolving means used by transnational criminal networks, I will bring to the forefront global discussions on illicit drug trafficking, trafficking in persons, forced criminality in online scam centres and money laundering.**

*"Like slavery and apartheid, poverty is not natural. It is man made and it can be overcome and eradicated by the actions of human beings."*

- Nelson Mandela



## **Pillar II:**

### **"No One Left Behind, No Country Left Out"- Sustainable Development, SDG Acceleration, and Countries in Special Situations**

The 2030 Agenda for Sustainable Development is our shared promise to "leave no one behind". Yet we know that the SDGs are off track. The 81st Session will be defined by the SDG Summit 2027 and the Global Sustainable Development Report 2027 (GSDR), which will provide the scientific basis for a final push towards 2030.

I will work to ensure that the General Assembly becomes a driver of course correction, not just a witness to missed opportunities.

## My commitments

---

- Accelerating SDGs. With SDG Summit 2027 in mind, I will advocate for urgent, accelerated and targeted action on SDGs that are lagging, especially in reducing inequalities, building climate resilience, and fostering meaningful partnerships.
- Putting countries in special situations at the center: I will borrow from Bangladesh's institutional memory of often serving as the coordinator and spokesperson for the Least Developed Countries (LDCs) across multiple forums over the last five decades.
- I will maintain steadfast focus on the Doha Programme of Action for LDCs, the Awaza Programme of Action for LLDCs, and the Antigua and Barbuda Agenda for SIDS. I will promote interface between the 2030 Agenda and the African Union's Agenda 2063 and will advocate remedies for multidimensional vulnerability of Middle-Income Countries.

- Financing just and inclusive development: Building on the outcomes of the Fourth International Conference on Financing for Development (FFD4) and the Compromiso de Sevilla, I will encourage Member States to address financing gaps for achieving SDGs, operationalize commitments on debt sustainability and pursue reform of international financial architecture.
- South-South and Triangular Cooperation: I will support efforts to strengthen South-South and triangular cooperation as complements to, not substitutes for, North-South cooperation, including through sharing of knowledge and best practices across the Global South.

## My initiatives

---

- **UN Water Conference: During the lead up to and following the UN Water Conference in December 2026, I will continue to maintain spotlight on clean water and sanitation under SDG 6 towards garnering sufficient political support.**
- **Bio-Circular-Green Economy: To unleash the potentials of sustainable economic pursuits, I will convene dialogues on proven BCG Models for their possible global replication and scaling up towards advancing 3Rs (reduce-reuse-recycle).**

*"The world is not ours to keep. We hold it in trust for future generations."*

*- Kofi Annan*



## **Pillar III:**

### **"Our Planet, Our Pact"**

## Climate Resilience and Environmental Sustainability

Climate change, biodiversity loss, and environmental degradation threaten the foundations of peace, security, and development. I will work to ensure that climate resilience and environmental sustainability run through all relevant deliberations as cross-cutting issues.

## My commitments

---

- Deliver on existing commitments. I will pursue inclusive dialogues focused on tangible deliveries on the existing commitments under the Paris Agreement, especially in the context of UNFCCC COP30.
- Operationalize Loss and Damage. I will support efforts to fully operationalize the Loss and Damage Fund with accessible, predictable, and need-based financing, particularly for LDCs and SIDS.
- Protect biodiversity, oceans, and land. I will encourage accelerated implementation of biodiversity, desertification, pollution control and ocean agreements, and support the New Urban Agenda and sustainable cities as critical arenas for climate solutions.
- Early warning for all. I will support the global goal of universal multi-hazard early warning systems, which are vital for saving lives and protecting livelihoods in climate vulnerable countries. I will also emphasize the importance of early warning and surveillance systems for pandemic prevention, preparedness and response, drawing lessons from COVID-19.

## My initiatives

---

- **Ocean governance:** In the backdrop of the Ocean Decade, I will support initiatives at promoting science-based ocean action and scaling up effective partnerships for the conservation of marine ecosystems.
- **Climate mobility:** Drawing on existing commitments and partnerships, I will draw global attention to the lived experiences of climate mobility within and across borders towards identifying relevant protection norms and best practices. I will underscore this issue in the context of the High-level Meeting to Address Existential threats Posed by Sea-level Rise.

*"Where, after all, do universal human rights begin? In small places, close to home - so close and so small that they cannot be seen on any maps of the world."*

*- Eleanor Roosevelt*



## **"Rights and Protection"-**

**Freedom from Fear and Want" - Human Rights, Humanitarian Action, Refugees and Migrants**

The promotion and protection of human rights remain the bedrock of the UN's core functions, and yet there appears to be a general backsliding on certain rights and freedoms across the world. There are concomitant concerns over the shrinking humanitarian space as well as disregard for the rights and protection of refugees and migrants.

It will be one of my priorities to uphold the UN General Assembly's normative work on human rights, underscore the importance of efficient and unimpeded humanitarian access,

and highlight the plights of refugees and migrant workers wherever they deserve our attention.

I must recall in this context that Bangladesh has been providing shelter and humanitarian support to 1.3 million Rohingyas, forcibly displaced from Myanmar, in one of the largest such concentrations in the world. This experience has deepened our conviction that international solidarity, responsibility sharing, and predictable resources are indispensable to an effective humanitarian system.

## My commitments

---

- Strengthening of the human rights architecture. I will work towards promoting synergy within and beyond the UN human rights mechanisms through multi-stakeholder partnerships. I will lend full support to the high-level meetings to mark the twenty-fifth anniversary of the Durban Declaration and Programme of Action and the fortieth anniversary of the Declaration on the Right to Development.

- Sustaining humanitarian action. Against the backdrop of proliferation of conflicts in different parts of the world, I will work with all relevant partners to ensure the space, funding and safety measures required for coordinated and effective humanitarian action.
- Protecting those on the move. I will attach particular importance to upholding the safety and dignity of refugees and migrants irrespective of their status through regular dialogues involving the countries of origin, transit and destination. I will put renewed emphasis on resolving refugee crises in different parts of the world.

## My initiatives

---

- **Building coherence and synergy. I will strive for enhanced interface and coordination across the UN's human rights pillar and humanitarian architecture towards optimizing the resources and expertise available to the service of those most affected and vulnerable.**
- **A Culture of Peace. Pursuant to Bangladesh's longstanding attachment to a Culture of Peace, I shall try to encourage wider participation of women, youth and media to promote the underlying idea of living together in an environment of lasting peace, tolerance and non-violence.**

*"The trajectory of Artificial Intelligence will depend on our readiness to listen, to adapt, and to cooperate - across borders and disciplines."*

- António Guterres



## **Pillar V:**

### **"Innovation with Inclusion"-**

#### Digital Governance, AI, STI and the Next Generation

Artificial intelligence, big data, and digital platforms bring immense opportunities — but also serious risks of inequality, bias, surveillance, and misuse. The question is not whether we will use these technologies, but whether we will govern them wisely and fairly.

The Global Digital Compact, adopted at the Summit of the Future in 2024, and the establishment of the United Nations International Independent Scientific Panel on AI are important steps towards evidence-based, inclusive governance of digital technologies.

## My commitments

---

- Champion inclusive implementation of the Global Digital Compact. I will ensure that the General Assembly provides a forum for all countries - especially those from the developing world - to shape digital norms and standards, including on data governance, platform accountability, and human rights online.
- Bridge the digital divide. I will advocate for investments in connectivity, digital literacy, and affordable access so that no Member State and no community is left offline.
- Science, technology, and innovation for the SDGs. I will promote science, technology, and innovation (STI) as accelerators of the key "six transformations" that the UN system has identified as critical to SDG achievement - including agri-food systems transformation; health, well-being and demography; energy and decarbonization; digital connectivity; education, gender and inequality; jobs and social protection; and climate action.

## My initiatives

---

- **Global Dialogue on AI Governance.** I will work closely with the Secretary General to make this Global Dialogue, under the UN General Assembly's auspices, inclusive, transparent, participatory and focused on practical guardrails and capacity-building for developing countries.
- **Youth employment.** I will work closely with the United Nations Youth Office and others concerned to address the pressing issue of youth employment with the advent of AI and other emerging technologies.

*"Today's real borders are not between nations, but between powerful and powerless, free and fettered, privileged and humiliated."*

- Kofi Annan



**Pillar VI:**  
**"We the Peoples - Reimagined"-**  
Renewed Multilateralism, UN80 Reforms,  
and Inclusive Global Governance

To restore trust in and commitment to multilateralism in general, we must demonstrate that the United Nations can adapt, reform, and deliver.

The UN80 Initiative and the mandate implementation review is expected to provide a concrete roadmap to make the UN system more agile, integrated, and impactful.

## My commitments

---

- Making the General Assembly the engine of member driven reform. I will organize inclusive consultations to advance the ideas in "Shifting Paradigms: United to Deliver" - from consolidating peace and security structures to streamlining development entities to strengthening human rights coordination.
- Transparency and accountability. I will maintain open channels to every mission - large or small. I will brief Member States regularly and conduct my work in a spirit of openness and accountability. While upholding Member States' decision-making prerogative, I will engage with the media, civil society, academia and private sector for their views and inputs.
- Impartiality. I will listen to all Member States with equal respect, assess proposals on their merits, and invest my best efforts in building bridges where divides exist. I will continue to promote gender parity, equitable geographical distribution, accessibility and multilingualism under PGA's mandate.

- Cooperation. I will work closely with the Secretary General, the Presidents of ECOSOC and the Security Council, and the wider UN system to promote coherence, avoid duplication, and support implementation of mandates. I will be guided by the valuable work done by the previous PGAs, and help advance the remaining work under the UN80 initiative.

## My initiatives

---

- **Coordination with Security Council and ECOSOC. I will remain invested in enhancing the General Assembly's coordination and synergy with the work of the Security Council and ECOSOC in a visible and effective manner, as expected by our collective membership. I will remain committed to upholding the global representation and legitimacy of the General Assembly in the true sense of the UN Charter.**
- **Promoting digital tools for system-wide coherence. I will champion the strategic application of technology across UN operations, which can serve as a powerful enabler of accountability, cost reduction, and better outcomes for Member States and the people we serve. Having led the Technology Division at UNCTAD and the Technology Bank High-Level Panel, I bring first-hand understanding of how to translate digital ambition into operational reality.**

## **Conclusion: Restoring Trust, Managing Transformation**

---

*"Our common humanity transcends the oceans and all national boundaries. It binds us together to unite in a common cause against tyranny, to act together in defence of our very humanity."*

*- Nelson Mandela*

As a candidate from the Global South, I carry the aspirations of developing countries, but as President, I will be everyone's President - acting without fear or favour and serving the interests of the entire membership.

The founders of the United Nations did not create this Organization to bring us to heaven, but, in Dag Hammarskjöld's words, "to save us from hell". Today, this mission endures. The Charter gives us our compass; our shared humanity gives us the determination to act.

The 81st Session will be rich with milestone events that will test our collective resolve — from addressing the existential threats of sea-level rise, to pandemic preparedness, to commemorating the Right to Development at forty, nuclear disarmament, and the Durban legacy at twenty-five. Each is

more than a date on a calendar. Each is an opportunity to demonstrate that multilateralism can deliver concrete results.

If elected President of the General Assembly, I will dedicate myself to rebuilding trust, nurturing consensus, and opening space for good faith negotiations that will lead to outcomes for all that are owned by all.

Working together, we can restore trust in and manage the much-needed transformation of the United Nations and prove, once again, that multilateralism is not only relevant, but indispensable to a future of peace, dignity, and prosperity for all.



# **Dr. Khalilur Rahman**

Foreign Minister, Bangladesh

Dr. Khalilur Rahman was sworn in as the Foreign Minister of Government of Bangladesh on 17 February 2026. He previously served as National Security Adviser and High Representative for the Rohingya Issue in the Interim Government of Bangladesh.

Dr. Rahman joined Diplomatic service of Bangladesh in 1979. During 1980-83, he studied at the Fletcher School of Law and Diplomacy, Tufts University and the Kennedy School of Government, Harvard University, and earned the degrees of MA in Law and Diplomacy, and PhD in Economics.

During 1983-1991, he served at the Ministry of Foreign Affairs and at the Permanent Mission of Bangladesh to the United Nations in New York. He represented Bangladesh at the Economic and Financial Committee of the UN General Assembly. He was also the spokesperson of the Least Developed Countries (LDCs) and aide to the President of the 41st Session of the UN General Assembly.

Dr. Rahman joined the United Nations Secretariat in 1991 as Special Adviser at the UN Conference on Trade and Development (UNCTAD) in Geneva. During the ensuing 25 years at the UN, he held senior positions in the United Nations in New York and Geneva, such as Head of UNCTAD's Management Division and Technology Division; Head of Economic, Social, and Development Affairs at the UN Secretary-General's Executive Office; Executive Secretary of the UNSG's High-Level Panel on the Technology Bank; Chair of the UN Interagency Group on Non-Tariff Barriers; and UNCTAD Bureau Chief at the UN Headquarters. He was also a lead author of and substantive contributor to major UN flagship publications.

Dr. Rahman is a founder of the East-West University of Bangladesh.





SCAN ME

 [facebook.com/profile.php?id=61576361780771](https://facebook.com/profile.php?id=61576361780771)

 [instagram.com/krahman4pga81/](https://instagram.com/krahman4pga81/)

 [linkedin.com/in/khalilur-rahman-431a333b9/](https://linkedin.com/in/khalilur-rahman-431a333b9/)

 [x.com/KRahman4PGA81](https://x.com/KRahman4PGA81)