Multilateralism that Delivers

WORLD LEADERSHIP ALLIANCE
CLUB DE MADRID

ANNUAL POLICY DIALOGUE

Digital Cooperation and a Better Global Future

Brief for Working Group On Digitalization

≫ Working Group on Digitalization

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The ideas expressed in this Background Paper do not necessarily represent the views of the organisers or of the individual Working Group members

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Discussion summary by Professor Alex Pentland

» Background: The potential and the danger of digitalization

World leaders face an unprecedented set of challenges and opportunities, and the ongoing digitalization of institutions provides a means for addressing these challenges in ways which are more fair, innovative and sustainable. The issues digitalization present for multilateralism are complex, emergent and demand new approaches which deliver impact at both the global and local level. Additionally, along with the complexity and uncertainty of digitalization, is the speed at which change occurs. Shared understandings and collective decisions need to be made in shorter time periods.

The complexity involved in digital transformation demands that the various "layers" of the challenge be understood and acted upon in a coordinated and holistic manner. "Multilateralism that delivers" requires actors across the ecosystem to collaborate in new and innovative ways to ensure innovative technology, regulation, a renewed social contract and sustainable business models that together can collectively drive positive socio-economic change.

From a technology perspective, data (particularly private sector data) needs to be made more accessible and standardized in a more coherent and consistent manner. The data infrastructure needs to be made more ubiquitous, affordable and most importantly more secure to address the 10X increase in cyberattacks. Additionally, for the promise of multilateralism to be realized, data governance needs to be reinvented so that the current data cold war, threats to privacy and increasing security challenges can be addressed in a manner where human-centered innovation and value creation can be maximized.

In addition to the complexity of the transition to digitalization, another dimension which global leaders need to attend to is the overall velocity of change. Driven by the exponential increase in networked technologies, the velocity of change within the geopolitical and social context is unprecedented (particularly given the societal and racial injustices revealed during the pandemic crisis). Likewise, the rate of change within the private sector has accelerated as new transformative and highly collaborative business models are emerging. All of this demands that leaders have a more holistic and globally systemic view of how digitalization is impacting entire ecosystems. Many of the challenges leaders face because of the COVID-19 pandemic are not new. Rather they are gaining scale and relevance given the global interdependencies of the pandemic.

The world faces several interlinked digitalization challenges where multilateral coordination, particularly coordination supported by industry, could make a fundamental and positive contribution. To date, the rapid adoption and scaling of digitalization has been one of the drivers for resilience and response. With the accelerated adoption of technology, key actors throughout the digital ecosystem (including OECD, World Bank, UN, TCFD, GRI and countless businesses, academic institutions and NGOS) have strengthened their collaborative efforts to drive material change for some of the most difficult challenges. Identity, privacy, cross-border data flows, supply chain optimization, education, skills and job

creation have all made huge strides in the past six months.

From a data perspective, one of the most notable points of progress during the pandemic is the increasing support from fortune 500 enterprises, standards bodies, investors, NGOs and international organizations in the adoption Environmental, Social and Governance (ESG) metrics and disclosures. Mapping to the UN SDGs, the growing array of ESG indicators which businesses are aligning on (and agreeing to implement and disclose) serves as a significant factor shaping the investment and achievement of shared goals.

From an application and value creation perspective, another game-changing and accelerating development has been that of national digital currencies in central bank digital currency (CBDC). A community of over 40 central banks, international organizations, academic researchers and financial institutions have begun to create frameworks to help central banks evaluate, design and potentially deploy CBDCs. Their deployment in China, Southeast Asia and Switzerland provides leaders with the chance to advance multilateralism with greater efficiency, effectiveness and inclusion at global scale.

- **Systemic challenges:** Acute challenges include resolution of the explosion of public debt in countries around the world, coordination of health systems to deal with this and future pandemics, and disruption of social contract norms by AI and automation. Chronic and existential challenges include ecosystem stabilization, including climate change as an important element, and adaptation to human demographics trends including aging population and population growth.

- **New digital platforms:** New all-inclusive digital platforms for smart cities, commerce, government, and finance are being deployed by governments and national champions within countries such as China, US, Singapore, Switzerland, and others. Aiding in this digital transformation is a rush to issue national digital currencies, which may allow unprecedented auditability and control of financial transactions. These new digital platforms offer greatly enhanced ability to address the world's challenges, but they create their own dangers, including:

  > **Coordination challenges:** Transition to more digital infrastructure risks disenfranchisement of all but technologists and elites, accentuating country and community inequality, exclusion of minorities, unhealthy concentration of power, and threats to community and national values and norms.

  > **Power imbalances:** Deployment of new data and transaction/AI platforms risks creating a "cold war" between technology blocks, leaving less developed nations at the mercy of a few powerful governments and generally degrading the ability of the world to deal with global challenges.

» Key points for discussion

There are three main areas where international agreement and transnational initiatives could make important difference. These are data for forecasting and accountability, AI and digital transaction auditing and standards enforcement, and governance for digital platforms. It is not intended that the current discussion establish standards and norms within these three areas, but rather that there is agreement about a framework to guide the evolution of these three subjects.

In discussing these topics, certain practical realities should be kept in mind:

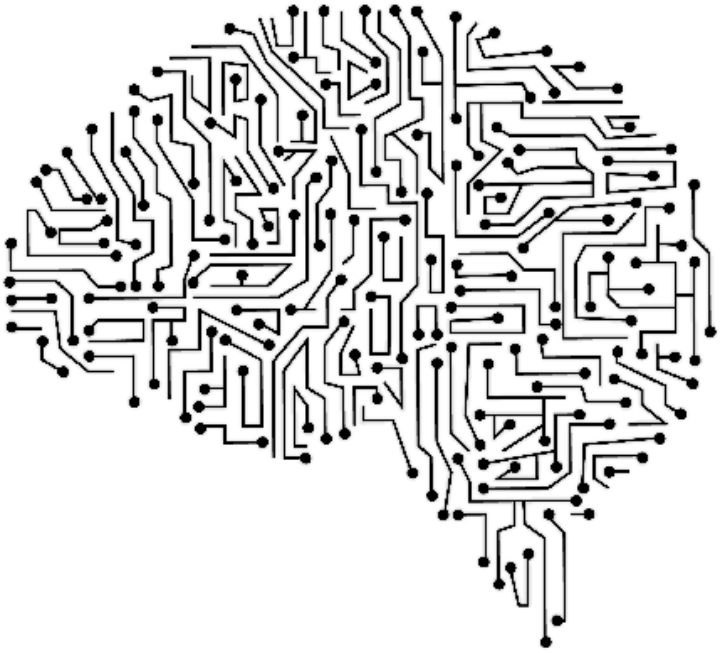
- Any framework will inevitably include both international treaty, national and local law and regulation, as well as technical standards. There are many initiatives currently underway, but they lack overall coordination.
- Complete uniformity is impossible due to differing norms and local conditions. Instead, discussions should focus on establishing norms of interaction, auditing, accountability, and governance between communities. Payments and some other types of financial transactions are examples of such systems.
- The basis of good governance is good and comparable data, which means that data metrics must be reliable uniform, frequent and sufficiently fine-grain to allow visibility of minority communities. An example of inclusive design to create such a data framework is the UN Sustainable Development Tier 3 metrics.
- Private companies must contribute to and participate in these systems. This implies that they must make their data and systems visible and auditable at the granularity of communities, rather like banks in some countries make their consumer activities regularly visible and auditable for each community in which they operate.

» Data for forecasting and accountability

Both the financial crash of 2008 and the current pandemic have laid bare the inadequacy of current systems, both in terms of their inability to forecast and manage crises, as well as in terms of their systemic exclusion or bias against of many parts of society. To build an inclusive, innovative and equitable global economy there needs to be access to robust, timely and comprehensive "rich census data".

As emphasized in the recent G20 meeting, open access to this sort of data will allow stakeholders to more quickly, and with greater certainty, forecast sources of local and global risks, ranging from financial crashes, to climate change, to pandemics, to systemic racial and gender discrimination to other precursors of social unrest. The data resources outlined by the UN Sustainable Development Goals (and in particular the tier 3 measurement goals) envision having trustworthy, open and accountable access to real-time, comprehensive and granular data that allows understanding of the situation of individual communities but not individual people.

Such data can enable governments and policy makers to ensure that discussions at the WEF about stakeholder capitalism turn into reality. Tax systems, for instance, could assess tax not only on income, but on environmental impact, inequality impact, public health measures, etc.



For example, the OECD dialogue on Digital Taxes could be framed in this manner.

It is for this reason that both the OECD and World Economic Forum (WEF) are developing comprehensive data standards that will apply not only to economics but also to sustainability and governance. However, the opportunity for a secure, inclusive and trustworthy data will be impossible unless there are multilateral standards for measurement of shared outcomes. Industry, through the WEF, has committed to starting this process by compiling and sharing such data, now national governments need to work with them to establish uniform data measurement and availability standards.

» Security and privacy: AI and digital transaction auditing and enforcement

Foundational to the digital transformation of nations will be the need for strengthened multilateral cooperation to ensure the privacy of citizens and the security of both public and private data systems (e.g., government systems but also financial systems, heath systems, etc). A strengthened commitment to multilateral cybersecurity is a natural topic for the World Leadership Alliance – Club de Madrid members, and is increasingly urgent for many nations.

As 5G and Internet of Things technology are more widely deployed in the coming years, many nations will face increasingly disruptive cyberattacks. Current estimates is that the frequency of such attacks could be an order of magnitude greater that today, and would threaten basic government, health, food, power, financial systems. Similarly, the impending deployment of national digital currencies may pose an even greater danger. Not only could "hacks" of a national digital currency cause immense real-world damage, but such systems can potentially allow tracking every purchase of every person. Such individual-level financial tracking poses privacy risks that dwarf current concerns.

Coordinated multinational and national systems that allow unified and agile response is required. The need for technologies such as secure, privacy-preserving digital ID, accurate records of cross-border trade, and real-time sharing of health data are becoming urgent. There are of course many relevant initiatives underway, but there is no overarching vision

and so gaps and contradictions are everywhere. The technology to build effective systems exists, and industry is willing to lead the way in deployment, and now governments need to enable effective, coordinated detection of attacks, fraud, and rules for proportional response.

» Governance for digital platforms

Modernizing and digitizing governances of national, international, and commercial interactions to become more efficient, transparent, and inclusive is a key global priority, and dozens of efforts to already underway. However, current efforts are mostly piecemeal and incremental. This is therefore a natural topic for members of the World Leaders Alliance – Club de Madrid.

Governance of digital platforms has become unexpectedly urgent with the pilot deployment of nationally-backed digital platforms that provide a uniform framework for not only finance but trade and logistics, authentication, fraud detection and analytics (e.g., AI). China, for instance, is moving existing Silk Road investments onto Chinese digital systems that are dramatically more agile and cheaper than Western systems. Singapore has developed a similar digital trade and logistics infrastructure for investments within its Temasek Sovereign Wealth fund, and Switzerland has recently deployed the Swiss Trust Chain. Finally, most major economies have either deployed or are seriously considering deployment of national digital currencies.

These systems are poised to integrate the majority of the world's trade into efficient, unified frameworks that seamlessly interoperate across sovereign and institutional borders. However, their accountability, inclusiveness and governance may not satisfy many nations, perhaps particularly Western nations. It is imperative that nations engage in the standards specification and deployment of these digital governance systems, making this topic a natural one for members of the World Leaders Alliance – Club de Madrid.

Perhaps the first challenge to be addressed by any new system for digital governance is repairing the world's tattered finances. Current levels of public debt are at levels not seen since World War II, and simultaneously national economies are in disarray. If nations do not cooperate, we risk a "race to the bottom" as countries competitively devalue their currencies, and smaller nations will suffer the most. Moreover, unlike at the end of World War II, the deployment of these new digital trade platforms will provide nations with possibilities for beggaring their neighbors in ways that are far less visible than an official devaluation.

This suggests that a new "Bretton Woods" multilateral effort is required, with the goal of renovating multilateral institutions using the more efficient, secure, and inclusive digital platforms that are analogous to those developed by China, Singapore, and Switzerland. Unlike the World War II effort, such coordination must not only be centered around banking and finance, but must be intimately dependent on digital technical standards such as created by the IEEE and the computational social science needed to measure and forecast interactions between finance, sustainability, and social factors.

» Critical agendas forward for the digital recovery

Building back better requires addressing the wicked challenges of the digital era. These call for global solutions and multilateral responses. However, there are important gaps and failures in the current multilateral systems that need to be acknowledged and addressed, including the insufficiency or inadequacy of existing multilateral arrangements.

Global business and big techs need to be part of this multilateral solution as responsible stakeholders. Considering the speed of technological change and innovations, big techs have a global corporate social responsibility to be part of efforts at addressing the "negative externalities" of the digital revolution and the need for smart regulation of the digital world. In that context, the WEF provides a unique platform to bring the private sector into this global debate in a more structured and collective manner.

Data has become a critical asset, for businesses and governments alike but smart regulation is lagging technological developments. The governance of data, its privacy and security, is a major global issue that requires global standards and monitoring mechanisms that are currently lacking. Different data governance regimes are emerging and competing, some geared towards personal privacy and other towards the digital economy. Time is ride to consider a World Data Organization to agree on common set of global standards, oversight mechanisms and regulatory development to go apace with technological development. Big techs (GAFA) and global forums (G7, G20) must be part of this endeavour.

Multilateralism that delivers on the promises of the digital acceleration. To deliver in the "digital decade" that started with a pandemic (2020s), multilateralism must address 5 critical agendas of the post-pandemic digital revolution. This policy paper therefore focuses on critical opportunities and challenges that the digital revolution presents the multilateral system with, where there are gaps or failures in the multilateral system to make the digital revolution work for all.

Four global agendas of the digital revolution are particularly critical:

I. **Global data standards and global data governance,** including public-private data sharing arrangements, to better regulate global data issues, linking concerns over data privacy and the unlocking the promises of the digital economy in an inclusive and equitable manner.

II. **Global digital inclusion, in particular inclusive and secure digital identity regimes** that can protect privacy, enable digital services and support the digital economy (e-commerce). For example, social safety nets and social transfers were more effective in countries with inclusive identity systems and effective digital transfers schemes.

III. **Fairer global taxation of the digital economy** to contribute to the reconstruction effort. Discussions have been ongoing for several years in various forums (OECD, G20) and should be concluded with earnest. This includes more vigorous efforts to fight tax optimization and evasion, as well as greater transparency in beneficial ownership and greater responsibilities of "gatekeepers" (accountancy

firms, global banks). Big tech companies (GAFA) should be part of this solution, reflecting their global role and global responsibilities.

IV. **Leveraging digital and data solutions against corruption through greater international cooperation in fraud analytics and the prevention of new forms of digital corruption, transitional crime, and cybersecurity threats. Digital crime is on the rise and dedicated multilateral mechanisms must be beefed up to prevent it. (Interpol; UN call for an international corruption court).**

In **Europe,** these critical agendas are at the centre of the policy debate on the green and digital recovery. The EU is pursuing an ambitious agendas o digital transformation and articulating a data governance frameworks. The digital agenda was a core part on the EC President's State of the Union vision, outlining Europe's commitment for multilateralism going forward.

Several global efforts are being pursued global forum and could coalesced around a **WEF-back global alliance for our digital future**, involving critical actors from the private sector ("stakeholder capitalism" agenda), including big tech companies, startups (govtech and civic tech), as well as institutional investors and venture capital.

Relevant global initiatives ought to be actively supported by global business and big tech, such as the UN-backed Digital Public Goods Alliance, the World Bank-back Development Data Partnership, New America's Digital Decade (promoting open source solutions), and Rockefeller Foundation's data science for social impact, to name a few.

Additional background (contribution by Jutta Treviranus)

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A multilateral system that is fit-for-purpose for the digital era.

» The problem

Data systems are generally designed to understand and make determinations regarding the majority or largest homogeneous number within a population. Minorities and outliers are ignored or overshadowed by majority results or dominant patterns. Data analytics is designed to reduce diversity and complexity. Minorities tend to be more diverse and variable than the average, and their context is more complex and unstable. Standardization, ranking and rating systems exacerbate this bias toward a homogeneous majority. Artificial intelligence systems, including machine learning systems automate and amplify this bias toward the majority (as well as bias caused by lack of representation, and bias in the algorithms, as identified in many AI Ethics efforts). AI is predominantly used to optimize existing patterns. This leads to greater disparity.

At the same time, minorities and outliers are most vulnerable to problems and abuses, but also the primary source of alternative approaches to problems. They are the unrecognized stress testers of any system, the canaries in the coal mine, but also the greatest innovators.

In terms of emerging data rights, small minorities and outliers are not adequately protected by current data protections as they are highly unique and can be easily reidentified. They are also most vulnerable to data abuses and misuses. People at the margins often need to request special services and thereby barter their privacy for essential services.

Unfortunately forecasting and accountability structures meant to guide development goals have the same flaws with respect to minorities and people or communities at the margins. This is especially true for individuals that don't fit into bounded, protected identity groups. Minority groups are often sacrificed to reach consensus, mistreated in attempts to game reward systems, and generally unrepresented at decision tables.

» The impact

This lack of understanding and ability to address the needs of minorities and outliers hurts not just the marginalized, but society as a whole. It helps to fuel disparity. It prevents people at the margins from benefiting from measures to advance development goals. It also reduces our ability to detect and respond to unintended consequences of policy, the weak signals of coming threats, and black swan events. Minorities at the margins are the first to feel the effects of flaws in a system. It is these unexpected events that have the most disruptive impact on our global systems.

This bias in our sociotechnical systems is counter to our understanding of adaptability, evolutionary advance and survival. Our current systems favour monocultures. We need diversity, not homogeneity, for the range of evolutionary choices needed to survive unexpected threats.

We have unnecessarily transferred this bias to our digital systems. Popularity metrics, the only value we have mechanized, reduces diversity and mimics competitive hierarchies. Artificial intelligence need not reduce diversity and complexity or optimize for only the majority. It can be designed to analyze and interpret a plurality or broad spectrum of scenarios for human understanding.

» Recommendations

Addressing the margins for the most vulnerable first will benefit the majority and reduce the unintended consequences of policies. Monitoring systems should attend to the full spectrum and margins, rather than, or in addition to, ranking by the average result or monitoring a statistical mean.

Any automated decision system should be accompanied by a system to detect and alert when the predictive validity of the intelligence system is below a certain threshold for a given group or individual who will experience the impact of the decision. Machine intelligence should assist and augment human judgement, not replace it. Any automated decision should be preceded by a social impact assessment that assesses the impact on marginalized individuals.

In addition to quantitative indicators, monitoring should support contributions of bottom-up narratives by individuals that are not represented. This diverse non-parametric, anecdotal evidence can be analyzed to highlight emerging trends and potential threats.

Assume that there will be privacy data breaches and institute measures to prevent data abuse and misuse and assist persons whose data has been compromised. Institute policies to prevent data over-reach and to support individuals in determining what data is entrusted to whom.

Finally, governments should make sure that marginalized individuals and groups are not forgotten when forming policy. This can be accomplished by, for instance, appointing a top-level Minister of the Forgotten whose duty is to speak for and advocate for these individuals and groups. Another approach is trying to anticipate unintended consequences by institutionalizing a "red team – blue team" adversarial scenario evaluation for proposed policies. In these sorts of scenario simulations one team "plays out" the anticipated behaviors of the majority under the new policy and the other team "plays out" counter strategies of the minorities.

Additional background (contribution by Konstantinos Karachalios)

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A multilateral system that is fit-for-purpose for the digital era.

» A Positive Future for Children in the Digital Era

The rapid pace of technological innovations accelerate opportunities to engage in new and different ways. At the same time, the exponential evolution dynamics of digital technologies and their invasive and pervasive nature force us to explicitly address their impact on individual and social wellbeing as well as on our political self-determination. Given the very complex matters involved, it makes sense to specifically focus on the impact of certain digital environments on children and youth and propose practical solutions to overcome the current massive shortcomings, including the manifested disrespect of codified legal rights of children.

» Age Appropiate Design

Children must be able to explore, learn, and develop in trustworthy environments that enable them to fulfill their curiosities at an age-appropriate level and within the context of their familial societies. However, web and mobile-based platforms the algorithmic dark patterns of which are designed for adults attract massively children. The systematic profiling by and the addictive nature of most "free of charge" platforms has very significant consequences for the mental state and development of children. A need exists therefore to create solutions that enable better appreciation and recognition of the age of the user. Based on this, the data of children and the associated algorithmic nudging should be handled such as to abide with existing laws and not according to the general business models of the platforms. The alleged lack of ability by several platform developers and owners to differentiate between children and adults and their argumentation that - ultimately - it is a problem of parental care should be countered by a simple maxim: "respect the existing children data protection laws".

Further, most templates for terms of service are too complicated for children who in most cases, simply click the checkbox to gain access to content, and even parents and guardians may not have the opportunity to easily review all terms of service, with the result children's behavioral data are massively being shared for monetization purposes.

This untenable situation has attracted the attention of regulators and enforcement agencies (e.g., US FTC, UK ICO) and now it is the turn of researchers, technical bodies and the private sector to close the gaps by offering adequate technical solutions. The Council of Extended Intelligence (CXI; created through a partnership of MIT with IEEE) has put the issues of digital agency and the particular problems related to children and youth at the core of its activities[1].

IEEE (the Institute of Electrical and Electronic Engineers), has initiated several standardization projects, including:

- IEEE P2089 Standards for Age Appropriate Digital Services Framework-Based on the 5Rights Principles for Children will provide a methodology to establish a framework for digital services when end users are children, and by doing so, tailor the services that are provided so that they are age appropriate. This is essential to creating a digital environment that offers children safety by design and delivery, privacy by design, autonomy by design, health by design, specifically providing a set of guidelines and best practices and thereby offer a level of validation for service design decisions.

- IEEE P2812 Guide for Minor Guardianship Systems for Online Mobile Gaming to help strengthen parents' monitoring of minors' participation in online mobile games, to guide minors participation in online mobile games, and to strengthen family relationships by providing functional safeguards in online mobile gaming environments for minors.

- IEEE P2876 Recommended Practice for Inclusion, Dignity and Privacy in Online Gaming that provides a taxonomy to ensure clear and concise communication between stakeholders, and a set of best practices designed to help game developers build more inclusive online communities.

» Digital Literacy

The global pandemic has triggered a global rush towards the digital transformation of nearly all aspects of daily life and has put a fine point on how digital literacy is an enabler of personal and community development. Given the pace of these changes, digital literacy and digital skills have become a mandatory part of education and training for all people. It is critical that we rapidly develop and incorporate high-quality digital literacy and digital skills education and training programs across all age groups. This said, children are one of the most affected groups, as they are heavily influenced by the digital skills gaps with schools closing, fewer services available, and an increase in unregulated online access.

The recent approval of IEEE 3527.1, Standard for Digital Intelligence (DQ)-Framework for Digital Literacy, Skills, and Readiness, comes at an opportune time for governments, communities, and businesses around the world that are in urgent need of a reference framework that will enable them to effectively build their own curriculum and programs for digital literacy, digital skills, and/or digital readiness. With a globally shared baseline understanding of what terms like digital skills and digital literacy mean, nations, nonprofits, and industry alike can coordinate digital skills efforts and effectively enhance the level of digital literacy and digital skills of their citizens in local communities and nationwide.

»Key Points for Discussion

- Governance of digital platforms is critical, in particular regarding respect of children data rights. What is the best mechanism to achieve this over the short and long terms? Is there an existing framework today upon which a base level may be agreed upon?

- The ecosystem must evolve to fill the gaps created by technological growth and application and business models must be able to evolve with the needs of this ecosystem. What can be done to engage key stakeholders from the public and private sector to support a better children and youth online environment?

- A multi stakeholder system that is agile and can provide the necessary environment so that desirable outcomes can be achieved in accordance with responsible innovation. Can we explore tax incentives or new forms of private public partnership relationships to support this evolution more effectively?

Additional background (contribution by Seppe Verheyen, Chief of Staff, Emirates Diplomatic Academy)

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A multilateral system that is fit-for-purpose for the digital era.

» United Nations fit-for-purpose for the digital era

Situational Context

The COVID-19 pandemic has put tremendous pressure on all countries trying to cope with the devasting effects; countries imposed extraordinary unilateral measures including the closing of borders and enacting social distancing measures. Countries had to rebalance between isolationism (protecting their people and economy) and multilateralism (cooperating in finding a cure and rebooting international trade).

The pandemic made obvious that countries and organizations that were more technology-driven and had existing digital platforms reacted better to the crisis than those without any technological infrastructure or digital resource capabilities.

Thus, if we aim to strengthen the multilateral efforts after the pandemic, it is imperative to develop a comprehensive digitalization strategy for multilateral organizations worldwide, starting with the United Nations, which needs to spearhead the initiative with a clear digitalization mandate.

The UN, in June 2020, published a "Roadmap for Digital Cooperation" which gives a set of recommendations on how the international community could collaborate to optimize the use of digital technologies. This roadmap should be combined with a digitalization strategy which makes the UN innovative, accessible and driven by digital skills.

1.Make the UN Innovative

Digital transformation is a catalyst for innovation by cutting the industrial modernization process short, making it affordable and accessible to a broader audience. The UN should use new technologies to become a digital innovator with the following initiatives:

- Appoint a UN Deputy-Secretary General for the future, whose role is to establish a foundation and culture that nurtures innovation and uses emerging technologies considering sustainability.

- Design an operating model that allows it to respond to a dynamically changing environment through the rapid identification of scenario-based prototypes using advanced technology such as Artificial Intelligence, Automation, Blockchain, Internet of Things among others. This is especially applicable for humanitarian aid, where the potential of blockchain technology to provide a more efficient way of transferring and tracking funds is tremendous.

- Adopt the lean and startup methods which would make it easier to launch new digital initiatives by creating an innovation ecosystem which taps into the skills and resources of the private sector. Best practices can then be shared between the different organs and units of the UN.

2.Make the UN accessible

Digital transformation can make the UN and its organs more accessible and valuable to all with a state-of-the-art citizen and guest experience and with the needed digital protection.

- Leverage existing big data from people and processes using AI to understand better the concerns and feelings about the UN (sentiment analysis) and predict

humanitarian crises (AI-assisted mapping)

- Create and design an external platform that allows stakeholders across the globe to access the UN, regardless of the channel (mobile, web, etc...).This with making use of AI-powered intelligent chatbot/virtual agent that helps individuals interact directly with the UN (the chatbot can address questions, queries, and comments on a host of topics and services on topics of concern to the global audience).

- Initiate a Universal declaration of Human Digital rights to give basic digital rights and freedoms to each person regardless of where you from or where you at.

3.Make the UN digital skills driven

New and futuristic skills are required to fully harness the power of the digital transformation where the UN could play a key role setting an example in remote working, addressing the digital divide and creating a digital curriculum.

- Establish an operating model for digital and remote working conditionsthatincludesthetools, techniques and best practices to deliver work (example: Remote work audits, approved tools for collaboration, communication and management) which can then be implemented by other organizations worldwide

- Initiate specific projects for the less developed areas to insure digital inclusiveness focusses on local entrepreneurship providing the tools and wireless connections using satellites

- Under SDG 4, education; the UN should create an online digital global curriculum and trains the new generation based on digital knowledge (AI, blockchain, Internet of Things), digital skills (creativity, entrepreneurship, collaboration) and digital character (agility, braveness, compassion)

Amidst the Covid-19 pandemic when global collaboration is vital and celebrating the UN's 75th anniversary, it is time for a digitally-driven United Nations, fit-for-purpose which is innovative, accessible and inclusive. In this way, the political centre of global collaboration will become as well the digital centre.

Multilateralism that Delivers

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Endnotes

1.See page 22 in the report “The Case for Extended Intelligence”
https://engagestandards.ieee.org/rs/211-FYL-955/images/CXI%20report.pdf