

Upholding International Justice and Jointly Addressing World Turbulence

——Focusing on China's Solution to Global Governance

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Preface

At the very beginning of 2026, the United States launched a sudden strike against Venezuela, seized oil tankers, threatened to use force to claim Greenland, announced its withdrawal from 66 international organizations, and launched the so-called "Board of Peace." Meanwhile, British and French forces carried out airstrikes in Syria. Turbulence has continued to intensify worldwide, and the global system centered on the UN—established more than 80 years ago—is under ever-stronger strain.

"No country can place its own rules above international law."^① "China is willing to work with the international community to firmly defend the UN Charter, uphold the bottom line of international moral responsibility, and safeguard international fairness and justice."^② China's position has won growing support from an increasing number of countries, including those of the Global South, further underscoring the importance of the China-proposed Global Governance Initiative (GGI).

With a vision anchored in the future of humanity and attuned to the prevailing currents of our time, in September 2025, on the occasion of the 80th anniversary of the founding of the UN, Chinese President Xi Jinping solemnly put forward the GGI. Built around five core concepts: sovereign equality, international rule of law, multilateralism, people-centered approach, and action-orientedness, the initiative offers China's solution to building a more just and equitable global governance system, and injects impetus into revitalizing the central role and leadership of the UN.^③

For more than 80 years, with the awakening, rise, and the active participation of countries of the Global South, global governance concepts and practices—including the international system with the UN at its core, the international order based on international law, and the basic norms governing international relations founded on the purposes and principles of the UN Charter—have made historic contributions to safeguarding world peace and promoting development. Today, as current global changes of a magnitude not seen in a century accelerate, the international landscape has become increasingly turbulent and complex. The UN and multilateralism are under strain, the global governance deficit continues to widen, and existing international mechanisms are revealing multiple shortcomings, underscoring the urgent need to reform and improve the global governance system.

2026 marks the 55th anniversary of the restoration of the People's Republic of China's lawful seat in the UN. As a permanent member of the UN Security Council, a natural member of the Global South, and the world's largest developing country, China remains steadfast in its commitment to being a builder of world peace, a contributor to

① Website of the Ministry of Foreign Affairs of the People's Republic of China, Regular Press Conference Held by Foreign Ministry Spokesperson Mao Ning on January 6, 2026.

② Website of the Ministry of Foreign Affairs of the People's Republic of China, Regular Press Conference Held by Foreign Ministry Spokesperson Lin Jian on January 5, 2026.

③ Xi Jinping, "Gathering the Strength of the Shanghai Cooperation Organization to Improve Global Governance—Speech at the "Shanghai Cooperation Organization Plus" Meeting (September 1, 2025, Tianjin, China).

global development, a defender of the international order, and a provider of public goods. By proposing the GGI, China focuses on the defining questions of our time: what kind of global governance system to build and how to reform and improve it. Guided by upholding the purposes and principles of the UN Charter and by advancing a vision of global governance featuring extensive consultation, joint contributions, and shared benefits, China seeks to advance a more just and equitable global governance system and to work together to build a community with a shared future for humanity.

The five core concepts of the GGI are fully aligned with the purposes and principles of the UN Charter, address the world's most pressing needs, and have already received responses and support from more than 100 countries and international organizations. China will firmly uphold the international system with the UN at its core and the international order based on international law, resolutely stand on the right side of history's progress, and move forward shoulder to shoulder with all progressive forces around the world. China will continue to advance the building of a community with a shared future for humanity and make unremitting efforts for the noble cause of peace and development for all humanity. Relying on the UN and relevant international organizations, as well as regional and subregional multilateral mechanisms, China will work with all parties to take proactive steps and contribute wisdom and strength to the reform and improvement of global governance. Committed to upholding fundamental principles while pursuing innovation, embracing openness and inclusiveness, and adhering to the principle of extensive consultation, joint contribution, and shared benefits, China will, under the framework of the GGI, strengthen policy communication and coordination with all parties, build a broad consensus, and continuously advance the reform and improvement of global governance.

Building a community with a shared future for humanity and strengthening global governance represent the right choice for the international community to share development opportunities and address global challenges. Let us unite and work together to explore pathways to reform and improve global governance, and jointly open a bright future of peace, security, prosperity, and progress.

Chapter One

Reforming and Improving Global Governance Is a Requirement of Our Times

At present, global changes of a magnitude not seen in a century are accelerating, and the international balance of power is undergoing deep adjustment. Turbulence and instability are intertwining worldwide, with geopolitical conflicts becoming more frequent. Unilateralism and protectionism are on the rise, hegemonism and power politics pose growing threats, the international economic and trade order faces severe challenges, and the global economy lacks sufficient growth momentum. Major-power competition has become more complex and intense; development imbalances are worsening; and while a new round of scientific and technological revolution and industrial transformation is generating fresh drivers of growth, it is also amplifying governance deficits. Once again, the world stands at a critical juncture. The GGI offers China's solution to the defining questions of our time: what kind of global governance system to build, and how to reform and improve it.

I. The Concept of Global Governance and Its Historical Evolution

Global governance refers to the process by which multiple actors—governments of different countries, international organizations, and other stakeholders—work together to address global challenges and uphold the international order. The global governance system is the sum total of the organizations, institutional arrangements, mechanisms, principles and norms, and treaties and agreements established by the international community to advance global governance. The existing global governance system did not emerge overnight; instead, it has evolved through a long process—from none to something, from partial to comprehensive, and from loose to more regulated. Each step forward embodies humanity's profound reflection on historical lessons and its unremitting pursuit of a better future.

1. Early Explorations of Global Governance

The establishment of modern international relations began with the Westphalian system. After the end of the Thirty Years' War in Europe in the seventeenth century, the warring parties concluded the Peace of Westphalia in 1648, which established the principles of equality and sovereignty. In 1815, following the end of the Napoleonic Wars, the Vienna system marked the first attempt to maintain peace in Europe through a mechanism of coordination among major powers. Guided by the principles of balance of power, legitimacy, and compensation, this system established a three-tier diplomatic ranking system and principles for the management of international rivers, laying essen-

tial foundations for the development of modern international law. In the second half of the nineteenth century, as the Second Industrial Revolution advanced and a global market began to take shape, cross-border issues multiplied, prompting the international community to explore cooperative governance in areas such as technology and communications. Early international organizations—including the Universal Postal Union, the International Telegraph Union, and the International Committee of the Red Cross—came into being, ushering global governance into an initial stage of practical experimentation. During the same period, instruments such as the Geneva Conventions and the series of conventions adopted at the Hague Peace Conferences inaugurated a model of governance that sought to regulate state behaviors and resolve conflicts and disputes through international treaties.

In 1920, in the aftermath of the First World War, the world's first global intergovernmental organization—the League of Nations—was established. Dedicated to promoting international cooperation and achieving international peace and security, it sought to safeguard international security through a system of collective security. However, constrained by structural deficiencies such as flaws in its decision-making mechanisms, limitations in its membership, and the absence of effective economic governance functions, the League failed to prevent wars of aggression and ultimately fell into disintegration.

2. The International System with the UN at Its Core Has Underpinned World Peace and Development

In 1945, after enduring the devastation of the Second World War, the international community, drawing painful lessons from history, came together to establish the UN with the aim of "saving succeeding generations from the scourge of war." Global governance thus entered a new stage of institutionalized and systematized development. Through repeated historical trials and errors since modern times, and by absorbing the profound lessons of the two world wars, the UN's founding provided a multilateral platform for dialogue and consultation among states in handling international affairs, established rules for international law-based governance, and gradually put in place the basic framework of the contemporary global governance system.

For more than 80 years, from promoting post-war economic recovery to guiding countries in responding collectively to various economic and social crises, from advancing the global development agenda to addressing global climate governance, and from conflict mediation to peacekeeping operations, the UN, as the most universal, representative, and authoritative intergovernmental organization in the world, has played an irreplaceable role in safeguarding world peace, promoting common development, and advancing international cooperation. Global governance concepts and practices, including the international system with the UN at its core, the international order based on international law, and the basic norms governing international relations grounded in the purposes and principles of the UN Charter, have made historic contributions to the cause of world peace and development.

3. Global Governance Has Expanded into More Areas

After the end of the Cold War, as economic globalization accelerated and non-traditional security issues—such as counterterrorism, food security, and energy security—came to the fore, global governance expanded into a much broader range of fields. During this period, the number of actors participating in global governance continued to grow, with governments, international organizations, non-governmental organizations (NGOs), and multinational corporations all playing active roles. Both the substance and scope of global governance steadily widened: governance areas extended from traditional security and economic and financial issues to global challenges such as climate change, public health, counterterrorism, and cybersecurity. At the same time, new governance platforms continued to emerge, with countries participating more actively in global affairs, and new mechanisms and platforms for global governance, such as the BRICS cooperation mechanism, emerging in rapid succession.

The current global governance system encompasses a collective security mechanism centered on the UN Security Council; economic and financial governance mechanisms represented by relevant UN specialized agencies as well as the World Trade Organization (WTO), the International Monetary Fund (IMF), and the World Bank; social and livelihood-related governance mechanisms built around bodies such as the WHO and the World Intellectual Property Organization (WIPO); and various multilateral and regional governance mechanisms represented by the Group of Twenty, the Asia-Pacific Economic Cooperation (APEC), BRICS, and the Shanghai Cooperation Organization (SCO). Especially since the beginning of the 21st century, the collective rise of the Global South has gained momentum, with multiple centers of development taking shape across different regions. The old international system has been fundamentally reshaped, and no country or group of countries can monopolize world affairs. Correcting historical injustices and advancing international fairness and justice have become a shared aspiration of the overwhelming majority of countries.

II. The World Is Confronted with Severe Global Governance Challenges

At present, the world has entered a new period of turbulence and transformation. Unilateralism, protectionism, and hegemonism are on the rise, while deficits in peace, development, security, and governance continue to grow rather than recede. Problems related to the authority, representativeness, and effectiveness of the global governance system have become more pronounced. Against this backdrop, reforming and improving the global governance system has emerged as a primary shared concern for the international community. In global governance, existing international mechanisms are beset by multiple deficiencies.

1. Unchecked Hegemonism Openly Undermines International Rules

At the very beginning of 2026, the international order was severely shaken by hege-

monic power. The U.S. launched large-scale military strikes against Venezuela, forcibly seized control of Venezuelan President Nicolás Maduro and his wife, and took them to the U.S.. On January 5, the UN Security Council convened an emergency meeting, at which representatives of many countries condemned the U.S. actions and stressed the need to observe international law, including the UN Charter.

According to statistics compiled by the United States (U.S.) media, from January 2025 to January 2026, the U.S. carried out military strikes in seven countries—Venezuela, Yemen, Syria, Iran, Iraq, Somalia, and Nigeria—a total comparable to that recorded between 2009 and 2017. In addition, during the same period, U.S. forces conducted more than 620 airstrikes against other countries, exceeding the 555 strikes carried out between 2021 and 2025.^①

Disregarding international law and the basic norms governing international relations, the U.S. has used might to challenge justice and trampled fairness in pursuit of self-interest, brazenly transplanting the "law of the jungle," where the strong prey on the weak, into 21st-century international relations. "Today it is Venezuela; tomorrow it could be any country," Chilean President Gabriel Boric warned, voicing a concern widely shared by the international community. Such hegemonic conduct by the U.S. is a significant source of the turmoil and disorder afflicting the world today.

When the "law of the jungle" supplants international norms, the interests of every member of the global community are harmed. A world in which power overrides justice is bound to be unstable. The purposes and principles of the UN Charter are not effectively upheld, and Security Council resolutions are obstructed or resisted. Unilateral sanctions and similar practices repeatedly violate international law and undermine the global order. Some major power frequently resort to "decoupling" or "building walls," steadily eroding existing rules of international governance and weakening the fairness, justice, and effectiveness of the global governance system.

The rule of international law is the fundamental safeguard of global governance. Yet some countries promote a so-called "rules-based international order" that, in essence, applies international law selectively and utilitarianly while attempting to impose their own rules on the global community as international norms. Certain major power repeatedly blocks the adoption of the UN Security Council resolutions and paralyze the WTO's dispute settlement mechanism, heightening concerns about the weakening of the UN, the ineffectiveness of international law, and the erosion of multilateralism. Moreover, a series of exclusive "small circles" forged by hegemonic countries outside the UN framework have severely undermined the principles of multilateralism. For example, the U.S. launched the so-called "Board of Peace" on Jan. 22, 2026, saying explicitly that the UN should continue but might be replaced by the "Board of Peace".

^①Xinhua News Agency, *International Watch* | *Who Will Be the Next Venezuela? — Uncovering the Dark Hand Behind US Military Intervention and Subversion* (January 6, 2026).

2. The Global Governance System Seriously Neglects the Interests and Needs of the Global South

The robust growth of the Global South is the most striking feature of our times Today, the Global South accounts for more than 40 percent of global economic output. It contributes around 80 percent of global economic growth, having become a key force in safeguarding international peace, driving global development, and improving global governance.^① Amid the unfolding global changes of a magnitude unseen in a century, relations among East, West, North, and South are undergoing historic shifts marked by shifting relative strengths. In retrospect, if the world is to regain stability and move toward a better future, the Global South will be indispensable.

Yet for a long time, the global governance system has severely overlooked the interests and needs of Global South countries in agenda-setting, rule-making, and resource allocation. Development issues of the Global South have been weakened, diluted, or marginalized, resulting in a marked deficit in the system's representativeness and fairness. In international economic organizations such as the IMF and the World Bank, the voting power and decision-making influence of Global South countries fall far short of their shares of the world's population and economic output. Core functions of the WTO—such as rule-making, policy review, and dispute settlement—have long been weakened or stalled, further constraining the role of the Global South. Developed countries tightly control the global value chain, locking Global South countries into its lowest segments; shifts in the economic trajectories of developed economies shape the export prospects of Global South countries' primary products, such as mineral resources, leaving them little choice but to import industrial manufactured goods. As emerging market economies and developing countries rise collectively, enhancing the representation of the Global South and correcting historical injustices have become an inevitable direction of our times.

3. The Effectiveness and Capacity for Action in Global Governance Urgently Need to Be Enhanced

The widening global governance deficit has laid bare the inadequacy of effectiveness and insufficient capacity for action. The UN's operational efficiency, emergency response capability, and transparency need improvement. Multilateral institutions have long been plagued by situations in which discussions yield no decisions, or decisions are made but not implemented, and some countries have failed to fulfill their responsibilities and obligations. Progress in implementing the 2030 Agenda for Sustainable Development has fallen far behind schedule, while challenges such as climate change and the digital divide have become increasingly prominent. Governance gaps have also emerged in new frontiers, including artificial intelligence, cyberspace, and outer space.

Today's world faces a host of emerging issues and challenges. Infectious diseases, global warming, new forms of terrorism, and the risks posed by generative artificial in-

^① Website of the Ministry of Foreign Affairs of the People's Republic of China, "Wang Yi on the Robust Growth of the Global South: The Wind Rises from the South, and the Tide Comes from the South" (March 7, 2025).

telligence all transcend traditional national boundaries, involve the shared interests of all countries, and require timely and effective responses through global cooperative governance. However, institutional reform and rule upgrades have lagged, leaving the UN often overstretched when confronted with new problems and challenges, with slow responses, limited capacity, and insufficient coordination. In addition, some countries have pursued a policy of "withdrawal diplomacy," further compounding the difficulties faced by international organizations and multilateral institutions. For example, on January 7, 2026, the White House issued a statement announcing that the U.S. would withdraw from 35 non-UN bodies and 31 UN agencies deemed "contrary to U.S. interests," and would halt funding for organizations that place the global agenda above an "America First" agenda.^①

III. Addressing Global Turbulence Requires New Solutions to Global Governance

At present, changes in the world, the times, and history are unfolding in unprecedented ways, with challenges intensifying across fields such as peace, development, security, and governance. Answering the questions of "what is happening to the world, what should we do, and where is humanity headed" has become more urgent than ever. As countries' interests become ever more intertwined and their destinies increasingly interlinked, humanity's expanding shared interests must be safeguarded through continuously improved common governance. Solidarity, cooperation, and mutual benefit represent the only correct choice for all countries.

1. The Four Global Initiatives Provide a Systematic and Comprehensive Framework for Building a Community with a Shared Future for Humanity

From the proposal of the Global Development Initiative (GDI) in 2021, the Global Security Initiative (GSI) in 2022, and the Global Civilization Initiative (GCI) in 2023, to the GGI, the four global initiatives are interlinked and form an integrated whole. The Global Development Initiative consolidates the material foundation; the Global Security Initiative safeguards a peaceful environment; the Global Civilization Initiative forges value-based consensus; and the GGI provides institutional guarantees. President Xi Jinping has offered profound reflections on the questions of "what kind of world to build and how to build it," establishing a systematic and comprehensive framework for advancing the building of a community with a shared future for humanity in a more deeply and substantively meaningful way.

The GGI complements the GDI, the GSI, and the GCI, together forming the strategic guidance for building a community with a shared future for humanity. The GDI consolidates the foundations of fair rules by reforming the international economic and financial systems, dismantling trade protectionism and technological barriers, removing

^① *The White House, Withdrawing the United States from International Organizations, Conventions, and Treaties that Are Contrary to the Interests of the United States (official statement title as published)*

institutional obstacles to implementing the UN 2030 Agenda for Sustainable Development, and steering economic globalization toward a more open, inclusive, balanced, and mutually beneficial direction. The GSI opens up long-term coordination pathways by improving rules for transnational security cooperation, building a security architecture that accommodates the interests of all parties, effectively addressing security dilemmas, and advancing common, comprehensive, cooperative, and sustainable security. The GCI builds bridges for dialogue on an equal footing by promoting exchanges and mutual learning among different civilizations and fostering the protection and development of civilizational diversity. With development as the goal, security as the safeguard, civilization as the bond, and governance as the underpinning, the four global initiatives advance in an integrated and coordinated manner, injecting more positive energy into a world marked by turbulence and uncertainty from a holistic perspective.

A just cause should be pursued for the common good. The GGI replaces hegemonic logic with that of coexistence and symbiosis, breaks through the traditional "center – periphery" model of governance, and represents a systematic correction to hegemonic governance. Humanity's destinies are closely intertwined; no country can stand apart unaffected. Only by adhering to the vision of global governance featuring extensive consultation, joint contribution, and shared benefits, and by working together to advance reform of the global governance system, can the imbalances, inefficacy, and disorder in global governance be fundamentally addressed.

2. Reforming and Improving Global Governance Is an Inevitable Requirement of Following the Trend of the Times

From a development perspective, as changes of a magnitude unseen in a century continue to unfold, emerging market economies and developing countries are rising collectively, and the international balance of power is undergoing a revolutionary transformation, providing the fundamental driving force for reforming the global governance system. Voices from the Global South calling for peace, development, and cooperation are growing ever stronger. The era in which major powers vied for hegemony through war, colonization, and the carving up of spheres of influence over the course of centuries is drawing to a close, and the monopoly over international affairs by a small number of countries is increasingly unsustainable. The urgency of improving global governance and correcting historical injustices continues to intensify. As Erik Solheim, former UN Under-Secretary-General and former Executive Director of the UN Environment Programme, has observed, the existing system built on the post – World War II international order has become increasingly ill-suited to the world of 2025. The UN should shift from a procedure-oriented to a results-oriented approach and focus on people's real needs. The global governance system must keep pace with the times and, in particular, reflect the growing reality of the rise of Global South countries.

Building a community with a shared future for humanity represents the future and fortune of the peoples of all countries, and steering the global governance system toward a more just and equitable direction is an inherent requirement of that endeavor.

President Xi Jinping has noted: "International issues are numerous and complex, but at their core they all come down to addressing problems of governance systems and governance capacity. We need to advance and improve global governance to meet this challenge continuously."^① Standing at the height of the shared destiny of all countries and the progress of human society, and proceeding from the common interests of all humanity, President Xi proposed the GGI. This initiative not only offers an effective response to the global governance deficit but also provides a practical pathway toward building a community with a shared future for humanity.

3. Reforming and Improving Global Governance Is the Right Choice for Addressing Global Challenges

At present, the international community faces an increasingly complex and diverse array of challenges. New global issues such as terrorism, refugee crises, transnational crime, and major infectious diseases, are emerging one after another and must be addressed through strengthened global governance. Advancing reform of the global governance system, upholding the authority of international law, and enhancing the effectiveness of multilateral mechanisms are not only essential to remedying the global governance deficit but also a defining question the international community must answer in our time.

"Countries around the world are like passengers aboard the same ship who share a common stake. All of us passengers should pull together to navigate the ship through the storm toward a bright future; any attempt to throw others overboard is unacceptable."^② President Xi's vivid articulation of this vision underscores the concept of a community with a shared future for humanity. It serves as a fundamental guiding principle for improving the global governance system and promoting common development for all humanity.

Guided by the core vision of building a community with a shared future for humanity, China approaches the broader trends of history with confidence and acts with initiative. Staying true to this course, China will continue to work with all countries, taking the GDI, GSI, GCI, and GGI as strategic guides. Through determined efforts, China will help address global challenges; through joint endeavor, it will contribute to improving global governance; and together with the rest of the world, it will advance the building of a world characterized by lasting peace, universal security, shared prosperity, openness and inclusiveness, and a clean and beautiful environment—making the planet, humanity's only home, an ever better place to live.

^①Xinhua News Agency, "Xi Jinping Meets with UN Secretary-General António Guterres" (April 8, 2018).

^②Xi Jinping, "Rising to Challenges Together Through Cooperation and Opening a Better Future—Keynote Speech at the Opening Session of the Boao Forum for Asia Annual Conference 2022" (April 21, 2022, Beijing, China).

Chapter Two

The Global Governance Initiative: Its Core Tenets and China's Practice

President Xi Jinping has put forward the GGI, calling on all countries to work together to build a more just and equitable global governance system and to move hand in hand toward a community with a shared future for humanity. He has stressed the need to strengthen confidence in win-win cooperation and to advance in line with the logic of historical progress and the prevailing trends of the times. Since its proposal, the GGI has quickly drawn worldwide attention. Leaders of countries such as Russia, Serbia, and Turkmenistan, as well as UN Secretary-General António Guterres, have expressed support or welcomed the initiative. Political leaders, international organizations, research institutions, and media outlets from many countries have likewise voiced recognition and affirmation. Put forward against the backdrop of profound adjustments in the international order and a widening global governance deficit, the GGI represents a systematic solution, which is both a timely response to the most pressing contradictions of today's world and a normative guide for the long-term evolution of global governance.

I. Upholding Sovereign Equality

Upholding sovereign equality is the primary prerequisite for building a more just and equitable global governance system. Sovereign equality is the most important norm governing relations among states and the foremost principle jointly observed by the UN and various international institutions and organizations. The GGI makes it clear that all countries, regardless of size, strength, or level of development, must have their sovereignty and dignity respected; that their internal affairs must not be interfered with; that they have the right to choose their social systems and development paths independently; and that they are entitled to equal participation, equal decision-making, and equal benefit in the global governance process. It calls for advancing the democratization of international relations and ensuring that the global governance system better reflects and responds to the interests and aspirations of the majority of countries, while enhancing the representation and voice of developing countries.

Upholding sovereign equality accords with the prevailing trend toward greater democracy in international relations. By emphasizing sovereign equality, the GGI directly addresses the core deficiencies of inequity and unreasonableness in the current global governance system, thereby demonstrating strong relevance and focus. Belarusian President Alexander Lukashenko has noted that the GGI is "fully built on the foundations of equality and justice—precisely what is sorely lacking in today's international relations.

"□ Today, emerging economies and developing countries are rising collectively, yet their representation and voice within the global governance system remain insufficient; their interests are not adequately respected or reflected, and their legitimate concerns are often deliberately ignored. China holds that such injustices must be corrected and that the international community should listen more attentively to the voices of Global South countries and fully safeguard their legitimate rights and interests.

China has consistently upheld sovereign equality as a fundamental principle in the conduct of relations among states and as a cornerstone of global governance. Sovereign equality is a key element of the Five Principles of Peaceful Coexistence. Since their articulation more than 70 years ago, these principles have become widely applicable basic principles of international law, providing sound guidance for countries with different social systems to establish and develop relations and contributing essential wisdom to the reform and improvement of the global order. China has always approached international affairs from a position of fairness and justice, consistently advocating that the sovereignty and dignity of all countries be respected without discrimination, and firmly opposing the unilateral setting of "rules" by a small number of countries, the domination of others' destinies, and the monopolization of development rights.

Joint participation and equal consultation among all countries are key manifestations of sovereign equality. China advocates an equal and orderly process of multipolarity in the world, speaks up for developing countries, and emphasizes that the formulation of international rules, deliberation on international affairs, and sharing of development outcomes should all adhere to the principle of equal participation by all countries. Take the New Development Bank (NDB), for example. Since its establishment in 2015, the bank has approved more than 120 projects totaling around US\$40 billion,^② providing strong support for development in areas such as clean energy and infrastructure across BRICS countries and other Global South nations. Guided by the principles of equal consultation, shared risk, and shared benefit, the NDB fully respects the development needs and national conditions of its members, effectively enhances the participation and decision-making power of Global South countries in global financial governance, and injects strong momentum into making the international financial order more equitable and diversified.

II. Upholding International Rule of Law

Upholding the international rule of law is the fundamental safeguard for building a more just and equitable global governance system. It requires the comprehensive, complete, and faithful observance of universally recognized basic norms governing interna-

① Xinhua News Agency, "Xinhua Commentary | Upholding Sovereign Equality Is the Primary Prerequisite—Building a More Just and Equitable Global Governance System" (September 13, 2025).

② Xinhua News Agency, "Dilma Rousseff: The BRICS New Development Bank Will Embrace a Second 'Golden Decade' of High-Quality Development" (April 30, 2025).

tional relations, including the purposes and principles of the UN Charter. International law and international rules must be applied uniformly and equally; double standards must be rejected, and no rules should be imposed on others. The authority and seriousness of international law must be upheld, and major countries, in particular, should take the lead in advocating for and safeguarding the international rule of law. In emerging areas, international rules should be formulated through a broad consensus.

China firmly upholds the authority and integrity of international law. The purposes and principles of the UN Charter constitute universally recognized basic norms of international relations and form the core of the international rule of law—principles that China has consistently and unequivocally defended. China advocates jointly upholding the fundamental principles of international law, such as non-interference in internal affairs and the peaceful settlement of disputes, and supports the UN in fulfilling its primary role in international law-making. China calls for fairness in the international rule of law, insisting that all countries be treated equally in the interpretation and application of international rules. China opposes "Western-centrism" in international rule of law, rejects the monopolization of international legislative processes by a small number of countries, opposes the forced passage of legislation in the absence of broad consensus, and rejects double standards as well as the frequent practice of "withdrawing from groups and tearing up agreements."

China actively promotes the development of the international rule of law. International law and rules are standard norms that should be jointly formulated, upheld, and enforced by all countries. China has acceded to nearly all universal intergovernmental international organizations and to more than 600 international conventions and amendments,^① and is an original signatory or participating party to major treaties including the UN Convention on the Law of the Sea, the Convention on Biological Diversity, the UN Framework Convention on Climate Change, the UN Convention against Transnational Organized Crime, and the UN Convention against Corruption. China actively participates in international law enforcement and emphasizes law-enforcement cooperation, steadily strengthening efforts in areas such as anti-corruption and the repatriation and extradition of fugitives and their illicit assets. In international law-enforcement cooperation against transnational drugs, crime, and terrorism, China adheres to relevant conventions and agreements, respects the law-enforcement jurisdictions of all parties, and conscientiously fulfills its responsibilities.

China also actively explores the formulation of international rules in emerging domains and strictly abides by them. New frontiers such as cyberspace, outer space, the deep sea, and the polar regions urgently require the accelerated development of international rules. On issues such as cybersecurity, artificial intelligence(AI), and cross-border data flows, China supports the UN as its primary channel and works to promote the development of universally applicable international norms. For example, spurred by

^①Xinhua News Agency, "Xinhua Commentary: Upholding International Rule of Law Is the Fundamental Safeguard—Building a More Just and Equitable Global Governance System" (September 14, 2025).

China and other developing countries, the UN General Assembly adopted the legally binding UN Convention against Cybercrime. China has put forward the Global Initiative on AI Governance and the "AI Plus" International Cooperation Initiative and is actively advancing their implementation; it has proposed the establishment of a World Artificial Intelligence Cooperation Organization, to ensure that the AI is developed and used for the good of humanity and delivers inclusive benefits, while providing capacity-building support to Global South countries to the extent possible. China has also released the Global Initiative for Cooperation on Cross-Border Data Flows, calling on countries to uphold the principles of openness, inclusiveness, security, cooperation, and non-discrimination; to strike a balance between digital technological innovation, the development of the digital economy and digital society, and the protection of national security, public interests, personal privacy, and intellectual property rights; and to realize legitimate national policy objectives while facilitating cross-border data flows. These efforts point the way forward for global governance of cross-border data flows, moving beyond bloc-based, fragmented, and disorderly approaches.

III. Practicing Multilateralism

Practicing multilateralism is the fundamental pathway to building a more just and equitable global governance system. Multilateralism has become a core concept of the international system and the international order. It is essential to uphold the vision of global governance featuring extensive consultation, joint contribution, and shared benefits, strengthen solidarity and cooperation among countries, and oppose unilateralism. The UN is the central platform for practicing multilateralism and advancing global governance; its role must be strengthened, not weakened. Other international and regional multilateral mechanisms should build on their respective strengths, play constructive roles, and avoid any discriminatory or exclusionary arrangements.

China strongly advocates the principle of extensive consultation, joint contribution, and shared benefits. This vision means that all countries should jointly shape the world's destiny, jointly formulate international rules, jointly govern global affairs, and jointly share development outcomes—thereby advancing equality of rights, opportunities, and rules among countries. By rejecting outdated notions of zero-sum competition and winner-takes-all outcomes, this approach not only aligns with the times but also constitutes an essential requirement for practicing multilateralism, providing conceptual guidance for reforming and strengthening the global governance system. China holds that countries should consult more effectively on the basis of mutual respect, build together through unity and cooperation, and share more fully in a spirit of mutual achievement to advance a more just and equitable global governance system.

China actively participates in and supports various multilateral mechanisms at the global and regional levels. It engages with and supports international organizations such as the WTO, the WHO, the Group of Twenty, and the APEC, covering economic, po-

litical, cultural, sports, and social fields, among others. China supports international organizations in playing active roles, promoting communication and coordination among countries, and serving people around the world. It has actively hosted related meetings and events, and many international organizations and their branches have established a presence in China. For example, the 33rd APEC Economic Leaders' Informal Meeting will be held in Shenzhen, China, in 2026.^① With the theme "Building an Asia-Pacific Community and Promoting Common Prosperity" and priority cooperation areas of "openness, innovation, and cooperation," Asia-Pacific economic cooperation is poised to create new opportunities.

IV. Advocating a People-Centered Approach

Advocating a people-centered approach reflects a value orientation toward building a more just and equitable global governance system. The people of all countries should be both joint participants in and primary beneficiaries of global governance. Only by making people's sense of gain a key objective—enhancing confidence, stabilizing expectations, and enabling them to share in governance outcomes—can the global governance system secure broad support and function effectively. Through reforming and improving global governance, countries should deliver a stronger sense of gain through promoting common development, a greater understanding of security through better addressing shared challenges facing humanity, and a more profound sense of well-being by advancing the common interests of different countries and groups—thereby narrowing the North - South development gap and better safeguarding the shared interests of all nations.

The "concept of putting people first" draws on ancient Eastern wisdom to address the global governance deficit. Deeply rooted in China's fine traditional culture, it carries forward ideas such as "the people as the foundation of the state," "all under heaven belong to the people," and "benevolent people care for others," reflecting the intrinsic unity between national prosperity and people's well-being. This approach integrates investment in things with investment in people, embodying the profound principle that economic and social development should advance in tandem with the all-round development of individuals. It offers valuable insights for addressing today's widespread development challenges and governance dilemmas—particularly in responding to widening income gaps, declining employment rates, environmental degradation, and the spread of extremism and xenophobia.

Building a global development partnership that is united, equal, balanced, and inclusive is a key objective. The GDI calls for placing development back at the center of the international agenda, attaching great importance to promoting economic and social growth in developing countries, narrowing the development gap between the Global

^①Xinhua News Agency, "The 33rd APEC Economic Leaders' Informal Meeting to Be Held in Shenzhen on November 18 - 19, 2026" (December 12, 2025).

North and the Global South, and striving to leave no country or person behind. China has carried out "Ten Partnership Actions" for modernization with African countries, advanced "Five Programs" with Latin American countries, built "Five Cooperation Frameworks" with Arab states, and established "Seven Cooperation Platforms" with Pacific island countries—working together along the path to modernization. China will fully implement zero-tariff treatment for 100 percent of tariff lines for products from all least developed countries and African countries with which it has diplomatic relations, to share development opportunities with more countries and peoples.

China focuses on international cooperation in areas that directly affect people's livelihoods. It vigorously promotes development cooperation, leveraging platforms such as high-quality Belt and Road (B&R) cooperation to work with partner countries to alleviate poverty, create jobs, and improve living standards—advancing large-scale infrastructure projects alongside "small yet smart" livelihood-oriented initiatives. Over more than a decade of B&R cooperation, nearly one trillion U.S. dollars in investment has been mobilized, at least 500,000 jobs have been created in partner countries, and the initiative has become a "road to poverty reduction" and a "road to happiness." Through promoting the cultivation of rice, Juncao grass, fruits, and livestock farming in partner countries, and by establishing Luban Workshop programs, China has helped train high-caliber technical and skilled personnel. Since 1963, China has continuously dispatched medical teams to developing countries; by the end of 2023, it had sent more than 30,000 medical personnel to over 70 countries and regions, helped build more than 130 medical and health facilities, and treated nearly 300 million patients.^① Through training programs, mentorship and exchange, and the compilation of medical texts, China has helped train more than 100,000 medical professionals in recipient countries—leaving behind teams that can "stay" rather than depart. Beyond delivering concrete livelihood projects and infrastructure, China places strong emphasis on building local human resources in livelihood-related fields, promoting sustainable improvements in living conditions in partner countries.

V. Emphasizing an Action-Oriented Approach

Emphasizing an action-oriented approach is an essential principle for building a more just and equitable global governance system. Ultimately, the effectiveness of global governance depends on whether it can be translated into sustained and actionable collective efforts. The various agendas of global governance are closely interconnected. They must be addressed in both their symptoms and root causes through the pursuit of sustainable solutions—responding to pressing challenges at hand while also keeping an eye on long-term issues ahead. In a complex and volatile international environment,

^① National Health Commission of the People's Republic of China (Official Website), "National Health Commission Briefing on the 60th Anniversary of China's Dispatch of Medical Teams Abroad at the December 8, 2023 Press Conference" (December 8, 2023).

global governance issues are highly interlinked. It is therefore essential to strengthen overall coordination, undertake systematic planning, and advance efforts in an integrated manner to fully mobilize resources from all parties and deliver more visible outcomes. Through pragmatic cooperation, countries should avoid governance lag and fragmentation and become active actors. Developed countries should earnestly fulfill their responsibilities by providing more resources and public goods. At the same time, countries of the Global South should also unite, strengthen themselves, and make contributions within their capabilities.

China actively builds practical and effective platforms and mechanisms for international cooperation. Through multi-tiered and multi-platform cooperation mechanisms, China works to translate global governance concepts into concrete practice. As a founding member of the BRICS cooperation mechanism, China has promoted its expansion, quality improvement, and greater effectiveness, thereby enhancing its role in driving global economic growth. China, together with ASEAN countries and others—a total of 15 parties—initiated, signed, and implemented the RCEP, creating the world's largest free trade agreement in terms of population covered, trade and economic scale, and development potential, and marking a milestone in Asia-Pacific regional economic integration. Over more than two decades since its establishment, the Shanghai Cooperation Organization has grown into a "big family" of more than 20 countries, becoming the world's largest comprehensive regional cooperation organization by geographic coverage and population, and a constructive force with significant international influence. It has charted a path of win-win cooperation and set an example for building a new type of international relations and regional cooperation. China has also promoted the establishment of the Asian Infrastructure Investment Bank and the Silk Road Fund, effectively boosting economic development in neighboring regions, particularly in developing countries and regions, and advancing cooperation among Global South countries across various fields.

China has also worked to explore and practice solutions to hotspot issues. On December 29, 2025, the foreign ministers of China, Cambodia, and Thailand held a successful trilateral meeting in Yunnan Province and issued a joint press communiqué. Following their July 2025 meeting in Shanghai and the consensus on de-escalation reached in August, the three sides met again in Yuxi, Yunnan. They achieved further consensus—vividly demonstrating China's image as a responsible major country that seeks benefits without causing harm, acts without competing, and exercises strength without hegemony in addressing conflicts.^① China will continue to make due efforts, in its own way, to safeguard regional peace and stability and to advance the building of a community with a shared future with its neighbors. China has also actively worked to de-escalate the Palestinian - Israeli conflict, promoting resolutions calling for a ceasefire through multilateral platforms such as the UN, conducting diplomatic mediation and international co-

^①Ministry of Foreign Affairs of the People's Republic of China (Official Website), "Regular Press Conference Hosted by Foreign Ministry Spokesperson Lin Jian on December 30, 2025" (December 30, 2025).

ordination, and repeatedly providing humanitarian assistance to Palestinian refugees. China has promoted an Asian security model featuring shared security, seeking common ground while shelving differences, and dialogue and consultation; facilitated the historic reconciliation between Saudi Arabia and Iran; and mediated ceasefire agreements between the Myanmar government and multiple ethnic armed organizations. China initiated the establishment of the International Organization for Mediation, which achieved the signing, entry into force, and operational launch of its convention within just five months, with more than 30 countries having signed the convention to date. The organization will complement existing international litigation and arbitration institutions and provide a new platform for the peaceful settlement of international disputes. On hotspot issues such as the Ukraine crisis and the Palestinian – Israeli conflict, China has upheld an objective and impartial position and worked to advance political solutions. China released the policy paper *China's Position on the Political Settlement of the Ukraine Crisis*, dispatched special envoys to conduct shuttle diplomacy, and, together with Brazil, issued a "Six-Point Consensus." China has also joined with more than ten Global South countries to launch the "Friends of Peace" group on the Ukraine crisis, seeking to promote a resolution within the UN framework.

China actively addresses long-term challenges that bear on humanity's future. In responding to global challenges such as public health, food security, environmental pollution, and water resources, China takes concrete actions, explores cooperative solutions, and promotes the development of international cooperation and governance frameworks that reflect real-world needs, solve practical problems, and align with the shared interests of all countries. For example, on climate governance, China has announced its timetable and roadmap for achieving peak carbon emissions and carbon neutrality, set its nationally determined contribution targets for 2035, demonstrating to the world its firm commitment to implementing the Paris Agreement.

Chapter Three

Pathways for Advancing the Implementation of the Global Governance Initiative

The GGI is a strategic vision grounded in the concept of building a community with a shared future for humanity. Putting the initiative into practice requires the international community to move forward together, give full play to the UN' role, and guide the world resolutely toward peace, development, cooperation, and win-win outcomes, while advancing reform and improvement of the global governance system. As a responsible major country, China has consistently stood at the forefront of the times, committed to translating the initiative from vision into action. Relying on multilateral platforms with the UN at their core, and focusing on institutional participation, the provision of public goods, and risk management, China has built a policy framework for the GGI and has effectively promoted its implementation and consolidation within multilateral frameworks.

From a forward-looking perspective, the vision of global governance lies in building consensus and pooling collective strength. In the face of major-country competition and the rise of the Global South, China is committed to stabilizing expectations, managing differences, and encouraging countries with different civilizations and social systems to seek common ground while shelving differences through equal consultation. By supporting UN reform and expanding South - South cooperation and the development of new mechanisms, the global governance system can move from "minimum consensus" toward the "greatest common denominator," fostering a more balanced and sustainable international system. In this historic process, China will, with an open mind and strategic resolve, work hand in hand with the international community to uphold multilateralism, practice fairness and justice, jointly write a new chapter in global governance, and embrace a brighter future for human civilization.

I. The Role of the UN: The Core Authoritative Platform for Advancing Global Governance

1. The UN's Central Role in Global Governance and Its Practical Significance

The UN is the most universal, representative, and authoritative intergovernmental organization in today's international system and a key pillar underpinning the stable functioning of the global governance system. Against the backdrop of a widening governance deficit, mounting pressure on the international order, and challenges to multilateral mechanisms, upholding the UN's central role is vital to global governance. Advancing the implementation of the GGI requires activating the UN's role and continuously

consolidating its standing. China's advocacy of promoting global governance with the UN at its core is not about simply preserving existing mechanisms, but about enabling them to better reflect the times and the shared will of member states.

Over the past 80-plus years, the UN has played an irreplaceable role in coordinating relations among major powers, advancing decolonization, and promoting development cooperation. While the system is not without imperfections, it represents a significant step forward for humanity, built on hard-learned historical lessons. It has, for a long time, provided institutional safeguards to maintain global peace and promote common development. It is precisely because an international system with the UN at its core and an international order based on international law were established that humanity has avoided another world war, achieved overall peace, and ushered in unprecedented development and prosperity.

At a high-level commemorative event marking the 80th anniversary of the UN, Secretary-General António Guterres noted that civilians continue to suffer from conflicts in places such as Gaza, Ukraine, and Sudan; poverty and hunger remain severe in many parts of the world; and climate change-induced wildfires, floods, and extreme heat events are occurring with increasing frequency. The more complex and volatile the international situation becomes, the more necessary it is to uphold and safeguard the authority of the UN; firmly defend the global system with the UN at its core, the international order based on international law, and the basic norms governing international relations grounded in the purposes and principles of the UN Charter; and steadily advance an equal and orderly multipolar world and an inclusive and universally beneficial economic globalization.

2. China's Participation in and Promotion of Global Governance within the UN Framework

As a founding member of the UN and a permanent member of the UN Security Council, China has consistently regarded the organization as a key platform for global governance and the provision of international public goods. Through sustained, stable, and institutionalized practical actions, China has continuously enhanced the stability and effectiveness of the multilateral system.

China is firmly committed to safeguarding the authority and role of the UN, actively participating in global governance and UN-related affairs across all fields, and working to enhance humanity's overall well-being. China is the largest troop-contributing country among the permanent members of the Security Council and the second-largest contributor to UN peacekeeping budgets, and it plays a constructive role in maintaining international peace and security. Since participating in UN peacekeeping operations, China's armed forces have taken part in 25 missions, dispatched more than 50,000 peacekeepers to over 20 countries and regions, including the Democratic Republic of the Congo, Lebanon, and South Sudan, and carried out tasks such as mine clearance and explosive ordnance disposal, medical assistance, security protection, and the protection of civilians. China maintains a peacekeeping standby force of 8,000 personnel across ten

categories and 28 units, including infantry, medical, and rapid-response contingents. It has engaged in peacekeeping exchanges and cooperation with more than 90 countries and over ten international and regional organizations, has built the "Shared" series of international peacekeeping action brands, and currently has nearly 1,800 peacekeepers serving in seven UN mission areas and at UN Headquarters. China's armed forces will continue to expand both the depth and breadth of their participation in UN peacekeeping operations, contributing greater strength to the active implementation of the GSI and to the building of a community with a shared future for humanity.^①

In responding to global challenges, China has continued to scale up concrete actions through the UN platform. In September 2025, Chinese President Xi Jinping solemnly announced at a climate summit that China's 2035 nationally determined contribution targets covering the entire economy and all greenhouse gases—another significant step in China's efforts to address climate change and advance a green, low-carbon transition. In the governance of emerging domains, China actively participates in cybersecurity, biosecurity, and outer space cooperation and supports improving global rules for artificial intelligence governance within the UN framework.

At the same time, China emphasizes supporting the UN's capacity to fulfill its mandate through institutionalized cooperation. China has established the China – UN Global South Development Support Program and, together with the UN Development Programme, set up the Global Sustainable Development Center in Shanghai, accelerating implementation of the UN 2030 Agenda for Sustainable Development. These initiatives reflect China's practical exploration of leveraging the UN platform to transform development resources and governance experience into sustainable operational capacity for the multilateral system.

3. Advancing the Implementation of the Global Governance Initiative by Relying on the UN

For the GGI to take effective root, it must rely on the UN as a key institutional anchor, translating ideas into sustained collective action through multilateral mechanisms.

In both its vision and pathways, the GGI is highly aligned with the purposes and principles of the UN Charter. In the face of a turbulent, intertwined international landscape, upholding multilateralism, strengthening the UN, safeguarding the international rule of law, and reforming and improving the global governance system reflect the shared aspirations of the UN's broad membership. The five core principles emphasized by the GGI—adhering to sovereign equality, abiding by international rule of law, practicing multilateralism, advocating a people-centered approach, and focusing on taking real actions—are entirely consistent with the UN's institutional logic of universal participation, equal consultation, and rules-based governance. This alignment determines that the initiative must be advanced through the UN as the core platform.

Looking ahead, China will place greater emphasis on promoting agenda coordina-

^①Ministry of National Defense of the People's Republic of China (Official Website), "Chinese Military Expands the Depth and Scope of Its Participation in UN Peacekeeping Operations" (April 24, 2025).

tion, rule integration, and capacity-building through UN platforms, fostering synergy among development, security, and governance issues in emerging domains within the UN framework. At the same time, by supporting UN reform, enhancing the participation of developing countries, and strengthening the UN's implementation capacity, China seeks to enable the organization to play a more substantive hub role in global governance—rather than being marginalized or instrumentalized.

II. From Initiative to Action: China's Practice in Advancing Global Governance Reform

The power of ideas can only be translated into institutional outcomes through sustained action. Amid accelerating global changes of a magnitude unseen in a century and profound adjustments to the global governance system, whether the GGI can proceed steadily and endure depends on whether it possesses the institutional foundations and capacity to be continuously translated into concrete action. Since proposing the initiative, China has moved beyond mere articulation of ideas. Grounded in its own capabilities and the realities of the international system, China has pursued a coordinated approach—combining institutional participation, the provision of public goods, and risk-management coordination—to build a multifaceted policy toolkit for advancing reform of the global governance system. Step by step, China has worked to move the initiative from ideas to action, from consensus to mechanisms, steadily enhancing its credibility, effectiveness, and international recognition.

1. Consolidating Institutional Participation: A Stable Anchor for Global Governance Reform

Experience in global governance shows that institutions are the critical link between ideas and action. In advancing the implementation of the GGI, China has consistently played a constructive role within the international system centered on the UN. Through sustained, professional, and responsible institutional participation, China has embedded the initiative into the day-to-day operations of global governance.

On the one hand, China adheres to advancing the initiative with the UN at the core, strengthening agenda engagement within the UN and its specialized agencies, and promoting the establishment of multilateral dialogue and cooperation platforms. The "Group of Friends of Global Governance," established under the UN framework in December 2025, exemplifies this approach. Guided by principles of openness and non-exclusivity, the group brings together countries from different regions and at various stages of development to conduct policy exchanges and coordinated cooperation on global governance reform, development issues, and governance of emerging domains, providing an institutionalized platform for ongoing communication on implementing the GGI.

China has always regarded itself as a member of the Global South, and solidarity and cooperation with developing countries constitute an unshakable foundation of Chi-

na's foreign relations. China has proposed an initiative on open and inclusive collaboration among the Global South countries, announced eight measures to support Global South cooperation, provided development assistance to more than 160 countries, worked with over 150 countries on high-quality BRI cooperation, and advanced collaboration on the Global Development Initiative with more than 100 countries and multiple international organizations, including the UN. By investing and mobilizing nearly US\$20 billion in development funds and implementing more than 1,100 projects, China has injected tangible momentum into development and revitalization across the Global South.[□]

Whether in development, security, climate change, or public health, China actively uses institutionalized platforms to articulate positions, propose solutions, and engage in consultation, seeking to incorporate the legitimate concerns of developing countries and Global South nations into multilateral agendas. This approach does not aim to "reinvent the wheel," but rather to enhance presence and influence within existing systems through long-term, stable institutional investment, enabling the GGI to be absorbed, discussed, and further developed within multilateral mechanisms as a shared public concept.

On the other hand, China continues to strengthen institutional participation in the governance of emerging domains. Confronted with new issues and challenges such as artificial intelligence, the digital sphere, and cybersecurity, China advocates advancing rule-making within the UN framework, emphasizing broad participation and consensus-building, opposing the instrumentalization of governance tools for new technologies, and working to prevent fragmentation and bloc-based approaches. These efforts aim to lay a solid foundation for the long-term stability and inclusive development of the global governance system. On November 25, 2025, China's Permanent Mission in Geneva hosted a high-level dialogue titled "Artificial Intelligence: Solidarity and Joint Governance" at the Palais des Nations—a significant practical step in jointly advancing global AI governance under the UN framework.

2. Provision of Public Goods: The Practical Foundation for Global Governance Reform

Global governance is not only about coordinating rules, but also about supplying capabilities. One long-standing manifestation of the global governance deficit has been the shortfall in public goods, particularly for developing countries, which often face the dilemma of having issues without adequate resources and making commitments that are difficult to translate into implementation. In advancing the GGI, China has consistently adopted an action-oriented approach to addressing this reality, providing sustained public goods to deliver tangible support for global governance.

At its core, global governance seeks to translate people's aspirations for a better life into reality and to jointly build a world in which all can enjoy prosperity and well-be-

[□]Xinhua News Agency, "Xinhua Commentary: Advancing Together on the Path of Development and Creating a 'Golden' Future" (October 27, 2024).

ing. By reforming and improving global governance, narrowing the North – South gap, promoting common development, and advancing human modernization, countries can enhance people’s sense of gain.

China has placed development back at the center of the global governance agenda, using high-quality BRI cooperation and the GDI as key vehicles to address the most pressing needs of developing countries through infrastructure development, industrial cooperation, the sharing of poverty-reduction experience, and capacity-building. This model of providing public goods—promoting governance through development and strengthening trust through cooperation—has effectively addressed long-standing gaps in global development financing and public services, ensuring that global governance does not remain confined to documents and meetings. Rather than short-term assistance, this approach emphasizes enhancing endogenous development capacity, helping developing countries enhance their material foundations and capabilities needed to participate in global governance.

In addressing global challenges such as public health, climate change, and food security, China actively provides technical support, material assistance, and knowledge-sharing. Whether through vaccine cooperation, the promotion of clean energy technologies, or exchanges on agricultural poverty reduction and disaster prevention and mitigation, China advances open sharing of outcomes and emphasizes capacity-building—"passing on fishing skills rather than to hand out fish"—to strengthen the self-sustaining development capabilities of developing countries. This long-term, capacity-focused approach to public goods provision enhances the resilience and sustainability of the global governance system.

At the same time, China emphasizes providing institutionalized support for global governance through multilateral financial institutions and cooperation platforms. New multilateral development institutions such as the Asian Infrastructure Investment Bank and the New Development Bank explore more efficient and inclusive development financing models while adhering to international norms, thereby enriching the global governance toolkit. The continued strengthening of public goods provision capacity has given the GGI a solid practical foundation and bolstered international confidence in its implementability.

3. Risk Management and Issue Coordination: A Safety Valve for Reforming the Global Governance System

Against the backdrop of intensifying major-power competition and rising ideological divisions, global governance issues are increasingly exposed to the risks of politicization and polarization. In advancing the implementation of the GGI, China emphasizes strengthening risk management and issue coordination, seeking cooperation amid differences, and preventing governance issues from being drawn into bloc confrontation.

On the one hand, China remains committed to addressing differences within multilateral frameworks and advocates resolving problems through dialogue and consultation rather than unilateral pressure. On hotspot and sensitive issues, China stresses respect

for the legitimate concerns of all countries, opposes the simplistic labeling of governance issues with "value" or "security" tags, and works to steer discussions back toward professional deliberation and policy coordination. This approach of de-escalation and de-blocization helps preserve the openness and functionality of global governance platforms.

On the other hand, China emphasizes overall coordination among issues to prevent fragmentation of global governance. Confronted with the interwoven nature of development, security, climate, and technological issues, China calls for comprehensive policy approaches and coordinated advancement, and opposes allowing a single objective to override other legitimate concerns. For example, in climate governance, China highlights the importance of a just transition and the protection of development rights; in digital governance, it seeks to balance innovation, security, and the development gap. Through such issue coordination, China works to enhance policy coherence and predictability.

In response to the growing politicization of global governance issues, China underscores the importance of properly managing differences through dialogue and consultation, preventing issues from becoming polarized or divided along bloc lines, and strengthening coordination across issue areas. This integrated capacity enables China, amid rising international uncertainty, to maintain continuity and stability in advancing the GGI.

Overall, China's efforts to implement the Global Governance Initiative do not rely on a single policy instrument or short-term measures. Instead, through the combined use of institutional participation, public goods provision, and risk management coordination, China has developed a systematic "policy toolkit" to advance reform of the global governance system. This practical approach reflects a significant shift from the mere "export of ideas" to a model driven by capabilities.

In terms of tangible outcomes, China's initiative is gradually enhancing its predictability and credibility. On the one hand, through sustained engagement in multilateral mechanisms, the initiative is being integrated into the routine operation of global governance. On the other hand, through the provision of public goods and pragmatic cooperation, the initiative has effectively aligned with countries' concrete needs and interests, strengthening international confidence in its stability.

More importantly, in advancing the implementation of the Global Governance Initiative, China has offered a practical logic for reforming the global governance system that differs from zero-sum competition. By emphasizing capacity-building rather than monopolization of rules, and consultation and joint construction rather than coercive imposition, China provides a realistic pathway for pursuing shared governance within multilateral frameworks.

Taken as a whole, China's "policy toolkit" for advancing the GGI is not a simple aggregation of policy instruments. Instead, through positive interaction among institutions, actions, capabilities, and outcomes, it has helped shape a new, sustainable model

for advancing global governance. This model offers a China-proposed solution with practical relevance for addressing the global governance deficit and provides a concrete reference for the international community as it explores more stable and sustainable pathways for global governance.

III. Ideas as a Force for Consensus: Shaping a More Just and Equitable Future of Global Governance

As global changes unseen in a century accelerate, the world has arrived at a new historical juncture. The international balance of power is undergoing deep adjustment, global challenges are emerging one after another, and traditional governance models are facing evident risks of dysfunction. Against this backdrop, the value of the GGI lies not only in addressing the immediate governance deficit but also in providing the international community with a forward-looking framework for cooperation that offers strategic direction. Advancing global governance to a new stage that is more just and equitable requires both sound guiding principles and the ability of all parties to build consensus, mobilize action, and generate collective momentum.

From the perspective of global governance practice, the scarcity of consensus is a fundamental challenge. Countries differ markedly in their historical and cultural backgrounds, stages of development, and institutional models. If absolute uniformity is treated as a precondition, advancing global governance efforts can be difficult. China's proposal and promotion of the GGI are grounded precisely in the reality of global diversity. By emphasizing the search for the greatest common denominator while respecting differences, the initiative offers a practical pathway for the international community to rebuild cooperative consensus amid complex and changing circumstances.

1. Seeking Common Ground While Shelving Differences: Consolidating the Shared Foundations of Global Governance

The flourishing of civilizations and the progress of humanity depend on seeking common ground while shelving differences, on openness and inclusiveness, and on exchanges and mutual learning among civilizations.

Seeking common ground while shelving differences is a core tenet of traditional Chinese philosophy and a crystallization of the wisdom of the Chinese nation. One of the most pressing challenges facing global governance today is the steady erosion of issue-based consensus by ideological divisions and geopolitical rivalry. Some countries are inclined to draw lines along value systems and to handle global affairs through bloc confrontation, thereby politicizing and instrumentalizing global challenges that require collective responses, thereby undermining the overall effectiveness of the global governance system.

In advancing the GGI, China has consistently emphasized cooperation as the objective and sought to maximize consensus amid differences. Whether in development, security, climate change, or public health, China advocates respecting the legitimate con-

cerns of all countries, opposes the amplification or absolutization of differences, and promotes the search for solutions acceptable to all parties through dialogue and consultation. This approach—replacing abstract debate with pragmatic cooperation—helps steer the international community away from "position-based confrontation" and back toward "problem-solving," thereby rebuilding trust in global governance. More importantly, China underscores that consensus should be grounded in shared interests and shared responsibilities. While countries may pursue different development paths, their interests are deeply intertwined. By emphasizing a shared future and shared responsibilities, China works to shift consensus-building from value-based declarations toward action-oriented cooperation, making global governance more responsive to real-world challenges and more operational in practice.

2. Grounded in the Global South: Expanding the Breadth and Depth of Consensus

The collective rise of the Global South is a defining feature of the profound changes underway in today's world. Yet within the existing global governance system, Global South countries have long faced insufficient voice and participation, and their legitimate concerns have often failed to receive adequate attention. This structural imbalance has not only weakened the fairness of the global governance system but has also constrained the breadth of consensus.

In advancing the GGI, China has consistently regarded itself as a natural member of the Global South. Through development cooperation, capacity-building, and institutional support, China has worked to enable deeper participation by the Global South in global governance agendas. By helping Global South countries strengthen institutional capacity and enhance their ability to articulate issues, China has promoted a shift in global governance from "minority dominance" toward "broad-based participation," ensuring that consensus-building more authentically reflects the will of the overwhelming majority of countries. As Global South countries become more actively engaged on multilateral platforms, the social foundations of global governance consensus grow firmer, and its legitimacy and sustainability are correspondingly strengthened.

3. Managing Major-Country Relations: Safeguarding the Space for Global Governance Cooperation

The trajectory of relations among major countries has a significant bearing on the stable functioning of global governance. Against the backdrop of intensifying competition and eroding mutual trust, an unchecked spillover of major-country rivalry would expose global governance to heightened risks of "securitization" and instrumentalization.

In advancing the GGI, China has consistently emphasized the importance of stabilizing expectations, strengthening dialogue, and managing differences in major-country relations. It advocates maintaining a baseline of cooperation amid competition and preventing confrontational rivalry from eroding the foundations of global governance. On international issues that concern the common interests of humanity, China calls for

transcending bilateral frictions and geopolitical maneuvering, preserving the necessary space for cooperation, and restoring global governance issues to their rightful status as matters of public concern.

This approach does not seek to evade differences. Instead, it underscores the need to prevent disagreements from spiraling out of control through institutionalized communication and risk management. By promoting coordination and cooperation within multilateral frameworks, China seeks to safeguard the basic stability of the global governance system and create the conditions for consensus-building and coordinated action.

Conclusion

A great vision, simple and pure, requires credible actions. China will continue to play a constructive role within multilateral frameworks, working for the common good of humanity and placing the shared interests of the international community at the forefront, and will promote deeper consensus on global governance. Through patient, sustained, and institutionalized engagement, China is committed to advancing the inclusive evolution of international rules, so that countries with different ideas, systems, and stages of development can engage in rule-making and public affairs based on mutual respect and equal consultation. In doing so, China will help move global governance consensus from the “lowest common denominator” toward the “greatest common ground,” enhancing the stability and predictability of global governance.

From initiatives to actions, from concepts to mechanisms, China will translate its commitment to peace, its understanding of development, its respect for civilizational diversity, and its systematic thinking on global governance into consultative, participatory, and sustainable frameworks for cooperation.

The more challenging the times, the more essential it is to uphold the original aspiration of peaceful coexistence, strengthen confidence in win-win cooperation, and move forward in step with the logic of history and the broader currents of our era. China will work with all countries to steadily advance global governance toward greater fairness, greater rationality, and greater sustainability.

In the years to come, as GGI continues to advance, the global governance system will inevitably take shape at an accelerated pace, providing strong momentum for building a community with a shared future for humanity and opening broad prospects for peace and prosperity for all.