Global Governance Initiative: Value Exploration and Practical Pathways

Chinese and International Scholars Insights

Volume I 2026

全球治理倡议：价值探索与实践路径 EN.indd 1 2026/1/17 15:36

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FOREWORD

Contributing China's Strength to Bridge the Global Governance Deficit

GAO Fei

The author is President of China Foreign Affairs University

Currently, profound changes unseen in a century are evolving at an accelerated pace, with intensified geopolitical rivalries, recurring security crises, sluggish global economic recovery, and frequent climate disasters. Human society is facing multiple challenges as the global deficits in peace, development, security, and governance deepen. Upholding the vision of building a community with a shared future for humanity, China has consistently acted as a responsible major country, working with all countries to address global challenges. China has proposed and promoted the implementation of the Belt and Road Initiative, the Global Development Initiative, the Global Security Initiative, and the Global Civilization Initiative, which have been widely welcomed and supported by the international community.

On 1 September 2025, at the 'Shanghai Cooperation Organization Plus' Meeting held in Tianjin, President Xi Jinping solemnly put forward the Global Governance Initiative. The proposal of the Global Governance Initiative not only strengthens and improves global governance but also aligns with the trend of the times and meets the expectations of people of all countries. The initiative features and advocates five core concepts, namely, sovereign equality, international rule of law, multilateralism, a people-centered approach, and real actions. As a responsible major country, China has contributed new Chinese wisdom and Chinese solutions to the reform of the global governance system.

In the 21st century, while the historical trends of peace, development, cooperation and mutual benefit remain unchanged, the Cold War mentality, hegemonism and protectionism continue to haunt the world. New threats and challenges have been only increasing. The world has found itself in a new period of turbulence and transformation. The Global Governance Initiative addresses the major issues of our time, systematically outlining China's vision and approach to participating in and leading global governance, and demonstrating the responsibility and commitment of a major country.

'What has happened to the world? How should we respond? The whole world is reflecting on these questions.' These questions and challenges need to be resolved by improving global governance. From the perspective of the international power structure, when the United Nations was founded over 80 years ago, it had only 51 member states. Today, it has 193, the vast majority of which are developing countries that gained independence after World War II. These newly independent countries, long excluded from the international community in the past, have now become equal members of it. Although the global political and economic landscape has undergone significant changes, emerging markets and developing countries still have limited voice and representation in international financial institutions such as the World Bank, resulting in low efficiency of international coordination mechanisms and sluggish global economic growth. The collective rise of the Global South reflects the international community's strong desire for peace and development. It not only signifies the growing influence of emerging economies and developing countries in the global political and economic landscape, but also reflects the common pursuit of the international community to shift the governance paradigm from 'Western governance' to 'global governance'.

As an important force for peace and stability in today's world, China's proposal of the Global Governance Initiative is both a necessity for its own development and a manifestation of its responsibility as a major country. The Global Governance Initiative advocates upholding the vision of building a community with a shared future for humanity, firmly safeguarding the UN-centered international system and the international order based on international law, and in emerging fields, formulating international rules on the basis of broad consensus to build a more just and equitable global governance system.

As a steadfast member of the Global South and an active practitioner in advancing world peace, development, and cooperation, since the 18th National Congress of the Communist Party of China, China has put forward vision of building a com-

munity with a shared future for humanity and promoted high-quality Belt and Road cooperation, advancing practical cooperation in areas including infrastructure connectivity, trade and investment facilitation, financial cooperation, and people-to-people exchanges. Through platforms such as the Forum on China-Africa Cooperation, the China-Arab States Cooperation Forum, and the China-CELAC Forum, China has established broad channels for exchange and cooperation with countries across the Global South in political, economic, cultural, and other fields. From concept to action, China has developed a systematic global governance action plan, winning widespread respect from the international community.

In December 2024, under the new UN scale of assessments, China's contribution to the UN regular budget exceeded 20%, more than 20 times its share of 0.901% in 2000. China contributes over 23% to the peacekeeping budget and is the largest contributor of peacekeeping personnel among the permanent members of the UN Security Council. To break the deadlock in the World Trade Organization reform, China announced at the High-level Meeting on the Global Development Initiative in September 2025 that, as a responsible major developing country, it will not seek new special and differential treatment in current and future WTO negotiations, demonstrating its responsibility of a major country in a world shadowed by trade wars. Facing unprecedented global challenges, China is working with all countries to advance an equal and orderly multipolar world and inclusive economic globalization.

In recent years, certain major powers have shifted their foreign policy, practicing 'responsibility retrenchment' on a global scale. This has hindered global governance mechanisms such as the G20 and the WTO from playing their due roles, and even triggered unanticipated transformations within NATO and the G7. Some countries are turning from 'provider' of international public goods to 'rent seekers', eroding the legitimacy of the international system and order. Meanwhile, the rapid development of new technologies and new industries such as artificial intelligence, big data, and robotics is profoundly reshaping global production patterns and social structures. Governance in these emerging fields is a shared responsibility of the international community, and no single country or international organization can address the global challenges brought about by technological change alone. Therefore, we must uphold true multilateralism, promote the establishment of an open, inclusive, and equitable global science and technology governance framework, encouraging the broad participation of governments, enterprises, academia, and the public to form a collaborative governance structure. Only through forward-looking and inclusive global governance mechanisms can we fill the governance gaps in emerging fields, guide

new technologies toward good outcomes, achieve a dynamic balance between innovation vitality and social equity, and ensure that scientific and technological progress truly serves the common well-being of humanity.

The profound changes unseen in a century can also be seen as a process of 'sifting the wheat from the chaff'. Although current clashes between concepts of unilateralism and multilateralism, unity and division, openness and isolation, cooperation and confrontation bring instability and uncertainty to the world, the international community still shares a common future. As a permanent member of the UN Security Council and as the world's largest developing country, China adheres to the right path amid the profound global changes and actively shoulders responsibility in addressing global challenges. China remains a builder of world peace, a contributor to global development, and a defender of the international order. From advancing high-quality Belt and Road cooperation to promoting the implementation of the four major global initiatives, China in the new era walks hand in hand with all parties, continuously making new contributions to improving global governance and advancing the cause of peace and progress for humanity.

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Part I.
Creative Solutions to Address the Global Governance Deficit

Upholding Sovereign Equality: The Just Path of Global Governance

Wang Fan

The author is Research Fellow of the Research Center on Building a Community with a Shared Future for Humanity and former President of China Foreign Affairs University

Today's world is undergoing profound changes unseen in a century. The international landscape is being deeply reshaped, and the global governance system faces severe challenges. Some countries remain trapped in Cold War mentality and aggressively pursue unilateralism and hegemonism. They frequently rely on so called "positions of strength" to pressure other states, even going so far as to trample on the sovereignty of others and openly undermine international rules. Such acts of bullying by the strong against the weak not only blatantly violate the purposes of the United Nations Charter, but also seriously erode the fairness and effectiveness of global governance. Against this backdrop, the Global Governance Initiative (GGI) proposed by President Xi Jinping places sovereign equality at its core and advocates genuine multilateralism, offering the international community a more inclusive and more sustainable governance approach.

Sovereign Equality is the Cornerstone of Global Governance

The principle of sovereign equality has for centuries been a fundamental norm governing relation among states and has become one of the widely recognized principles accumulated in international relations. From the principles of equality and sovereignty established by the Peace of Westphalia more than 370 years ago, to the humanitarian spirit enshrined in the Geneva Conventions over 160 years ago, the evolution of international relations has produced a series of commonly accepted principles.

The four purposes and seven principles clearly set out in the U.N. Charter, together with the Five Principles of Peaceful Coexistence advocated at the Bandung Conference, constitute important foundations for the international order and the global governance system.

Under international law, the principle of sovereign equality is the cornerstone of global governance. It means that all states, regardless of size or strength, enjoy equal dignity and inviolable sovereignty. This principle is reflected in many aspects, including equal rights among states, non-aggression, non-interference in internal affairs, equality and mutual benefit, peaceful coexistence, national self-determination, peaceful settlement of international disputes, and the

good faith fulfillment of international obligations. The GGI proposed by President Xi Jinping gives profound expression to this principle. It advocates genuine multilateralism and opposes hegemonism and power politics. The GGI holds that international rules should be jointly formulated by all countries and that the fruits of development should be shared by all, so as to ensure equality in rights, opportunities, and rules on the international stage. It calls for respect for each country's choice of development path and social system, for upholding the purposes of the U.N. Charter, and for ensuring that international affairs are discussed and handled collectively by all countries.

The global governance concepts advocated by China further deepen the principle of sovereign equality and promote the international order toward greater fairness, inclusiveness, and sustainability. Reform of the global governance system should move in a more just and reasonable direction. It should reflect the demands and interests of the majority of countries rather than only a few, and it must enhance the representation and voice of developing countries. At the core of sovereign equality lies the idea that, regardless of size, strength, or level of wealth, every country's sovereignty and dignity deserve equal respect, with autonomy over internal affairs and freedom to choose its own development path. The U.N. Charter clearly stipulates that relations among Member States shall be based on respect for the principle of sovereign equality.

Sovereign Equality is the Scarcest Public Good of the 21st Century

At the Congress of Vienna in 1815, the great powers divided Europe like a chessboard through the principle of great power consensus. At the San Francisco Conference in 1945, small and medium sized countries used the principle of sovereign equality to reassemble that chessboard into a world map. Yet eighty years later, the stark contrast between the ideal of equality enshrined in rules and the realities of the world has become increasingly alarming. Relying on their own strength, the United States and a few other Western powers have arbitrarily wielded the sanctions stick, interfered in the internal affairs of other countries under the pretext of "democracy" and "human rights," and even resorted to military intervention, economic coercion, and technological blockades to force other states to submit to their will. Such hegemonic practices have not only severely undermined the foundations of international fairness and justice, but have also intensified imbalances within the global governance system.

In recent years, the United States and some other Western countries have abused long-arm jurisdiction to impose unilateral sanctions on other states, seriously disrupting the stability of global supply chains. In the field of science and technology, the United States has used "national security" as an excuse to unjustifiably suppress Chinese enterprises in an attempt to maintain its technological dominance. In regional affairs, the eastward expansion of North Atlantic Treaty

Organization (NATO) and the involvement of the United States and Europe in so called color revolutions in certain regions have further exposed the nature of power politics. These actions not only violate international law, but also seriously weaken mutual trust and cooperation within the international community. In the financial sphere, dollar hegemony has made sanctions an increasingly routine instrument. As of December 31, 2024, the export administrative regulation and entity list maintained by the United States Bureau of Industry and Security (BIS) included a total of 3,985 entities. The reform of the International Monetary Fund (IMF) has been proposed for 15 years, but major decisions require approval by 85 percent of the voting power. Because the United States holds more than 15 percent of the votes, it effectively enjoys veto power and has become the largest beneficiary of this institutional design. By contrast, the combined voting power of 54 African countries remains below seven percent.

In recent years, some Western countries have also formed exclusive small groupings and treated ideology as a gatekeeping criterion. Initiatives such as the Indo Pacific Economic Framework (IPEF), the Chip Four alliance, and the Minerals Security Partnership (MSP) appear on the surface to be economic in nature, but in substance function as exclusive technological blocs. The only threshold is whether one accepts the narrative of "democracy versus authoritarianism". More alarmingly, unilateralism is undermining global industrial chains through so called friend shoring and overturning market rules through technological barriers. What these new forms of unilateralism share in common is the packaging of the domestic rules of a few countries as international rules, and the transformation of an open multilateral system into a closed club-based order.

The harm caused by unilateralism is not limited to the destruction of international rules. It has also led to growing imbalances in the global governance system. In recent years, the United States has frequently withdrawn from international organizations and agreements, including the Paris Agreement and the United Nations Educational, Scientific and Cultural Organization (UNESCO), and has obstructed the functioning of the World Trade Organization (WTO) dispute settlement mechanism. These actions have seriously damaged its credibility and leadership role in the international community and have cast doubt on the authority of international institutions.

It is therefore clear that unilateral bullying and hegemonism are major obstacles to the global governance system. Narratives such as theories of limited sovereignty, arguments for sovereignty transfer, claims that human rights override sovereignty, and various exception doctrines attempt to weaken the justice and universality of the principle of sovereign equality. They serve as pretexts for interference and coercion. In essence, these narratives reflect hegemonic logic and seek to instrumentalize international rules, resulting in what can be described as institutionalized exploitation.

The Chinese Approach: The Global Governance Initiative Brings New Pathway

The proposal of the GGI constitutes a strong response to the problems and disorders outlined above. The GGI emphasizes that sovereign equality is the most important norm governing relations among states and the primary principle jointly observed by the U.N. and all international institutions and organizations. The formulation of international rules, the consultation on international affairs, and the sharing of development outcomes should all adhere to the principle of joint participation by all countries. Only in this way can equal rights and opportunities for all states within the international system be ensured, and the vision of democratizing global governance be genuinely realized.

The core concepts of the GGI encompass five aspects: staying committed to sovereign equality, international rule of law, multilateralism, the people-centered approach, and real results. These concepts are fully aligned with the purposes and principles of the U.N. Charter and respond to the shared expectations of the overwhelming majority of countries. The GGI provides Chinese wisdom and Chinese solutions for improving global governance. Its essential meaning lies in upholding a global governance vision based on extensive consultation, joint contribution, and shared benefits, and in advocating the democratization of international relations. China firmly upholds the principle of sovereign equality and consistently stands on the side of international morality and on the correct course of historical progress.

Advocating sovereign equality means, at its core, resolutely opposing hegemonism and power politics and refusing to allow one or a small number of major powers to arbitrarily manipulate international affairs. The key point is that all countries, regardless of size, strength, or level of wealth, must have their sovereignty and dignity respected. Their internal affairs must not be interfered with. They have the right to independently choose their social systems and development paths, and the right to participate in global governance on an equal footing in decision making and in the sharing of benefits. In response to the so-called threefold tactics of unilateralism, China offers not slogans, but a systematic toolbox.

At the institutional level, the GGI emphasizes equal voice and equal rule-making authority. Over the past decade since its establishment, the New Development Bank (NDB) has approved 120 projects with total lending of approximately 40 billion US dollars. These projects have played an important role in promoting development in areas such as clean energy and infrastructure in BRICS countries and other Global South countries. The successful practice of the NDB has opened up a new model of win-win cooperation for the Global South and has broken the long-standing pattern in which developed countries dominated the international financial system. Guided by the principles of equal consultation, shared risks, and shared benefits, the NDB fully respects the development needs and national conditions of its member states.

It has effectively enhanced the participation and decision-making power of Global South countries in global financial governance and injected strong momentum into the fairer and more diversified development of the international financial order.

At the practical level, the Belt and Road Initiative (BRI) is providing an increasing number of public goods. By 2023, a decade after it was proposed, BRI cooperation had generated nearly one trillion US dollars in investment, resulted in more than 3,000 cooperation projects, created 420,000 jobs, and helped nearly 40 million people escape poverty. In addition, cumulative direct investment in partner countries has exceeded 270 billion US dollars, playing an important role in helping these countries reduce poverty, develop vocational skills, and improve living conditions.

China has always adhered to genuine multilateralism. Whether in promoting the expansion of the Shanghai Cooperation Organization (SCO) or in supporting the development of the BRICS cooperation mechanism, China has consistently worked to build open and inclusive platforms for international cooperation. These practices demonstrate that genuine equality requires institutional innovation rather than empty rhetoric. Genuine global governance begins with respect for the sovereign equality of every country. Sovereign equality is the most solid foundation for resisting unilateral bullying. Humanity now stands at a new crossroads. Unilateralism will not automatically retreat, and hegemonic logic will not disappear overnight. Yet as long as the 193 Member States of the U.N. firmly grasp sovereign equality as a stabilizing anchor, transform genuine multilateralism from declarations into daily practice, and turn extensive consultation, joint contribution, and shared benefits from an initiative into a habit, global governance will ultimately usher in a better future.

Upholding International Rule of Law: The Fundamental Safeguard of Global Governance

Liu Huawen

The Author is Deputy Director and Research Fellow at the Institute of International Law, Chinese Academy of Social Sciences

At a time when the international order faces complex challenges and the global governance deficit continues to widen, President Xi Jinping formally proposed the Global Governance Initiative (GGI) for the first time, contributing Chinese wisdom and offering Chinese solutions to the building of a more just and equitable global governance system. As one of its five core components, the GGI explicitly highlights the need to stay committed to international rule of law. Governance based on the rule of law represents a fundamental lesson drawn from human experience in governance. International rule of law not only provides an institutional safeguard for global governance, but also constitutes a central objective of global governance.

The Postwar International Order is Founded on International Law

The year 2025 marks the 80th anniversary of the victory of the World Anti-Fascist War and the 80th anniversary of the founding of the United Nations. 80 years ago, after humanity had twice suffered the devastation of world wars, countries reflected deeply on these painful lessons. They chose the U.N. Charter as the cornerstone, established an international system with the U.N. at its core, and formally laid the foundations of the postwar international order, with particular emphasis on strengthening and developing an international order based on international law.

Traditional international law had existed long before. However, many of its rules, which mainly applied among so called Western civilized states, did not apply equally or universally to all countries of the world. Colonial and semi-colonial countries were for a long time primarily subject to these rules and found it difficult to benefit from international law. After World War I, news of the signing of the Treaty of Paris reached China. When it became known that China, although a victorious power, still suffered territorial losses, the Chinese intellectual Zhang Junmai, who was then in Europe, burned his international law books in anger.

After World War II, the international community drew lessons from history and established the U.N., a universal intergovernmental organization, as a platform for multilateral coordination, with

the aims of jointly safeguarding security and collectively promoting development. The U.N. Charter embodies these aspirations in the form of a formal multilateral treaty. As a universal international organization for deliberation, coordination, and collective action, the founding of the U.N. opened a new chapter in global governance. The U.N. has taken the codification and progressive development of international law as an important function. Over the past 80 years, the system of international treaties under the U.N. framework has continued to expand. A vast number of U.N. General Assembly resolutions, Security Council resolutions, and other international instruments with varying legal effects and influence have been adopted. A comprehensive system of international institutions and professional staff has been established, and relevant international judicial bodies have been created and have begun to operate.

The depth and breadth with which international law regulates international relations and international affairs are unprecedented. International law has thus provided an important institutional vehicle and foundation for global governance. Although gaps and fragmentation in international law remain prominent, the development of international law in fields such as the law of treaties, international criminal law, the law of the sea, outer space law, and international health law has formed important legal regimes that play irreplaceable roles in international practice.

80 years ago, principles such as sovereign equality, the prohibition of the use or threat of force, and non-interference in internal affairs were enshrined as fundamental principles of the U.N. Charter. This represented a historic advance. At the same time, with the end of World War II, the movement for decolonization gained strong momentum. Countries in Asia, Africa, and Latin America that had suffered under colonial rule achieved independence one after another. In 1955, Asian and African countries convened the Bandung Conference, the first large scale multilateral conference organized by non-Western countries. It marked the emergence of developing countries as a collective force on the international stage. Participating states jointly established the Ten Principles of the Bandung Conference, including the Five Principles of Peaceful Coexistence. Thereafter, the strength of developing countries continued to grow, despite twists and turns.

In the postwar development of international law, whether in quantitative or qualitative terms, the rise of developing countries has been one of the important driving forces. From the 1960s onward, the concept and system of international development law began to take shape. At the same time, based on positions and claims advanced by developing countries within the framework of international law, the concept of developing countries international law also emerged. Today,

developing countries are gradually moving from the periphery toward the center of the international system. With the Global South assuming a new profile, they have become an important force that cannot be ignored in the reform and development of the international order.

Contemporary international law is not without imperfections and remains in a process of dynamic reform and development. Nevertheless, the existing and effective system of international law reflects the legal consensus of countries in the field of global governance. It represents the common denominator of international interests and claims and serves as a guide and basis for action.

International Rule of Law Faces Unprecedented Challenges

Over the past 80 years since the founding of the U.N., the world has largely avoided direct and full-scale wars between major powers and has maintained a relatively stable environment for development. In this sense, the U.N. has played an important role in the achievements of post-war global governance. The international rule of law constitutes not only a key experience of global governance over the past eight decades, but also an institutional foundation for the future development of humankind.

In recent years, however, the international rule of law has been confronted with unprecedented challenges. First, compliance with international law has been repeatedly undermined. Certain countries adhere to unilateralism and a logic of power politics, frequently bypassing the framework of international law in handling international affairs, treating it as something to be used when convenient and discarded when not. This has seriously weakened the universality and authority of international law. At the same time, some countries extend the extraterritorial application of their domestic laws and exercise "long-arm jurisdiction" over other states as well as foreign enterprises and individuals. Such practices violate international law and infringe upon the sovereignty and jurisdiction of other states, as well as the legitimate rights and interests of the relevant entities.

Second, the mechanisms of international law have been repeatedly damaged. Some countries habitually withdraw from treaties and international organizations, reneging on their commitments in areas such as trade, climate change, arms control and disarmament, and refugee protection, thereby undermining the stability of multilateral cooperation. Certain major powers have also promoted "small-circle" rules, using exclusive mechanisms to hollow out the U.N.' central role as a main channel, leading to institutional fragmentation. More seriously, international human rights, judicial, and arbitral mechanisms have at times been abused. Some countries politicize and instrumentalize these mechanisms, depriving certain global governance in-

stitutions of their neutrality and credibility, and thus impairing their effectiveness.

As international legal rules continue to proliferate and the system becomes increasingly complex, the most fundamental point remains the need to uphold the U.N. Charter, this foundational multilateral treaty of international law, to preserve the relatively stable post-war international order, and in particular to safeguard an international order based on international law.

In recent years, the phenomenon of certain countries failing to comply with international law and applying double or even multiple standards in its interpretation has become particularly pronounced. The more this occurs, the more it demonstrates that international law is not optional but indispensable. In today's world, economic globalization remains an irreversible trend, and ties among countries and regions are growing ever closer. Many global challenges can only be effectively addressed through international solidarity. The rule of law is an inevitable choice for achieving good governance in contemporary society. Traditionally, the concept of good law and good governance has been discussed primarily in a domestic context. In the era of globalization, however, effective international rule of law has become increasingly important and requires coordination between domestic rule of law and the rule of law in foreign-related affairs. The international rule of law accords with the objective needs of coordinating international relations and with the basic principles of social governance.

Understand the Core Tenets of the Global Governance Initiative from the Perspective of International Law

President Xi Jinping has creatively proposed the GGI, whose five core concepts together form an organically integrated whole. From a legal perspective, global governance itself requires the international rule of law as its fundamental safeguard. Each component of the GGI is also closely related to international law and the international rule of law.

Staying committed to the international rule of law underscores that international law is not mere rhetoric, nor should it exist only in written form and be left on the shelf. Rather, it must be law to rely on, and its established and effective rules must be universally observed. Fully, faithfully, and comprehensively complying with the purposes and principles of the U.N. Charter; participating in and advancing global governance within the U.N. framework; conducting foreign relations on the basis of the fundamental principles of international law; and acting in accordance with existing and effective international law are all requirements of the international rule of law. Acting in accordance with international law should become the basic mode of thinking and working method for the international community in handling issues and re-

solving disputes. This provides the institutional guarantee for states to interact on an equal footing, engage in healthy cooperation, and properly manage differences and conflicts.

Other key aspects, such as staying committed to sovereign equality, are grounded in the fact that this principle is the most important norm governing relations among states and the primary principle jointly observed by the U.N. and all international institutions and organizations. The principle of sovereignty is the cornerstone of international law. In the contemporary era, discussions of global governance and the international rule of law cannot tolerate arbitrary bullying by certain states or interference in the internal affairs of others. In particular, it is essential to emphasize the role of international law and the democratization of international relations, as well as to safeguard the representation, voice, and legitimate rights and interests of developing countries.

Staying committed to multilateralism reflects the fact that it constitutes the core concept of the existing international system and international order, and is an inherent requirement of interaction among states and peoples in today's world. International law and the international rule of law imply a balance between the universality of global governance and the particularity of domestic governance. Against this backdrop, multilateralism becomes the basic pathway and a key manifestation of the vision of global governance featuring extensive consultation, joint contribution, and shared benefits.

Staying committed to the people-centered approach stems from the fact that the peoples of all countries are the fundamental participants in and beneficiaries of global governance. Contemporary international law exhibits a pronounced people-centered orientation, and people-centeredness has become an important feature of international law and the international rule of law. Since the beginning of the new century, the U.N. has identified peace, development, and human rights as the three pillars of its reform and development. Many international law scholars, in reviewing the development of international law in the last century, have observed that the substantial progress of international human rights law has brought about revolutionary changes to the entire international legal system. Ultimately, reforming and improving the global governance system requires ensuring the joint participation of all peoples in global governance, the sharing of its outcomes, and the more effective response to common challenges facing human society. In particular, it needs to better bridge the development gap between the Global North and the Global South, and safeguard the shared interests of all countries.

Staying committed to real results reflects the reality that the effectiveness of global governance hinges on its ability

to solve real problems. From a legal perspective, this requires translating shared commitments to the rule of law and existing international law into concrete action. International law-making needs to be strengthened, and international mechanisms for coordination, oversight, or assistance likewise deserve attention. The development of international organizations should respond to these needs and must be supported by authorization and backing from states on the basis of good-faith cooperation. For global governance and the existing and effective international legal system, only through systematic planning, integrated advancement, and coordinated global action can resources be fully mobilized and tangible results achieved. By avoiding governance inertia and fragmentation through pragmatic cooperation, a law-based pathway for global governance can be realized.

As the world's largest developing country, China not only abides by the international rule of law but has also made important contributions to the development of contemporary international law. By proposing, for the first time, an initiative that includes "staying committed to the international rule of law" as one of its core concepts, China once again demonstrates its wisdom in responding to global challenges in a new era. The GGI represents another innovative and systematic Chinese proposal, following the Global Development Initiative, the Global Security Initiative, and the Global Civilization Initiative.

Practicing Multilateralism: The FundamentalPath to Global Governance

Zhang Guihong

The author is Director of the Center for the Study of the United Nations and International Organizations, Distinguished Professor at the University for Peace

As the international community approaches the 80th anniversary of the founding of the United Nations, President Xi Jinping has solemnly put forward the Global Governance Initiative, which is not only timely but also of great significance. The five core concepts of the Global Governance Initiative provide a Chinese solution to the question of our time: "What kind of global governance system should we build, and how should we reform and improve global governance?"

As pointed out in the Global Governance Initiative Concept Paper, upholding multilateralism is the fundamental path to global governance. This is determined by the inherent values and external characteristics of multilateralism, and it is also a summary of the experience gained from global governance practices. For global governance to achieve tangible results, true multilateralism is essential.

What is True Multilateralism

Multilateralism is a negation and transcendence of unilateralism. Unilateralism is often associated with hegemony and power politics. Historically, it was mainly reflected in policies and behaviors such as isolation and containment, aggression and interference, the use of force and coercion. In current international relations, it is mainly manifested in practices such as withdrawing from international organizations and abrogating treaties, decoupling and breaking supply chains, building "small courtyards and high walls", imposing unilateral sanctions, and exerting maximum pressure. Based on narrow national interests, unilateralism undermines the interests of other countries and international public interests, violates international rules and the international order, and triggers instability and unrest in the international community.

In contrast, multilateralism is accompanied by cooperation and coordination, emphasizing dialogue and communication, partnerships, and win-win cooperation. At both the global and regional levels, multilateralism, proceeding from common interests, actively addresses shared challenges through equal consultation and rule-making. The development of international relations over the

past few centuries, especially the post-war history, has shown that multilateralism is indispensable for establishing and maintaining a fair and reasonable international system and order. It is of great significance for advancing the democratization of international relations and solving global problems, and can play a positive role in easing major-power competition and regional tensions.

There is a distinction between true and false multilateralism, or between value-based and instrumental multilateralism. False multilateralism is characterized by discriminatory, exclusive, and confrontational institutional arrangements. Forms such as "country-first multilateralism", "small-clique multilateralism", and "selective multilateralism" only bear the name of multilateralism but lack its essential values. False multilateralism often leads to global division and regional instability, exacerbates geopolitical tensions, intensifies contradictions and differences among major powers, and weakens the foundation of trust and cooperation in international relations.

True multilateralism embodies values such as equality, openness, and inclusiveness, and serves as a practical path to advancing the democratization and rule of law in international relations. Equality is the cornerstone of multilateralism, ensuring the fairness of participation. Openness is the source of vitality for multilateralism, ensuring the representativeness of participation. Inclusiveness is the foundation of resilience for multilateralism, ensuring the sustainability of cooperation. True multilateralism emphasizes that all countries participate on an equal footing in international affairs, with multilateral institutions and procedures serving as the main platforms for advancing the democratization of international relations. It is based on international law and rules, with multilateral negotiations and institutions acting as the core vehicles for promoting the rule of law in international relations.

Multilateralism and Global Governance Complement Each Other

As a concept and practice, multilateralism means that three or more countries work together in international affairs to reach agreements and address issues that no single country can resolve independently. Global governance refers to various actors at the global level working together to solve global problems within the framework of binding international rules and institutions through coordination and cooperation, so as to realize common interests and maintain basic order. Global governance involves subjects, objects, institutions, values, and outcomes. It is evident that multilateralism and global governance are interrelated in connotation and content, and they complement each other in practice.

Multilateralism and global governance have a mutually reinforcing and promoting relationship. Multilateralism provides

ideological, institutional, and value support for global governance. First, through the concept of inclusive participation in consultation and decision-making, it lays a legitimate foundation for global governance. Second, by establishing stable and diverse cooperation mechanisms and frameworks, it offers platforms and vehicles for global governance. Third, by focusing on and advancing the interests of small and weak countries and the demands of vulnerable groups, it ensures the impartiality and fairness of global governance. It is clear that multilateralism is the fundamental and only viable path to effective global governance. Without multilateralism, global governance would degenerate into a tool of power politics, making it difficult to gain widespread recognition and compliance from the international community.

Meanwhile, global governance serves as the primary field for practicing multilateralism. The core purpose of global governance is to solve global problems, which can only be achieved through multilateral approaches. Global governance requires a comprehensive set of rules, norms, and institutions, which are often formulated through multilateral negotiations and consultations. The institutions and mechanisms of global governance are the institutionalized and materialized manifestations of multilateralism. In short, global governance takes the form of multilateral practices based on multilateral institutions and agreements as platforms and tools.

However, the symbiotic relationship between multilateralism and global governance is facing severe challenges. Unilateralism and false multilateralism have weakened the authority and effectiveness of true multilateralism, even marginalizing it and limiting its supporting role in global governance. In traditional areas of global governance such as trade and finance, injustices and irrationalities in multilateral mechanisms have highlighted the urgency of governance reform. In emerging technologies and global commons, there is a severe governance deficit and insufficient multilateral cooperation. Looking ahead, we need more inclusive, fair, and effective true multilateralism, as well as a more flexible, pragmatic, and innovative global governance structure, to address various new challenges.

Multilateralism and Global Governance Cannot Do Without the United Nations

True global governance began after World War II. In particular, as the largest multilateral organization, the United Nations started with global security governance, especially global nuclear governance, and has grown stronger in the field of global development governance, becoming the core platform and leading force in global governance.

Over the past 80 years, the United Nations has built a global governance system consisting of members, institutions, and rules. It has 193 member states and

maintains close cooperative partnerships with a large number of intergovernmental and non-governmental international organizations, as well as numerous non-governmental organizations. The UN system, composed of principal organs, specialized agencies, and more than 100 entities, constitutes the main organizational structure of global governance. In the past 80 years, the six principal organs of the United Nations have adopted more than 40,000 resolutions and decisions, including over 17,000 resolutions by the General Assembly and more than 2,700 by the Security Council. In addition, the UN Secretary-General has deposited more than 560 multilateral international treaties. These resolutions, treaties, and a large number of international soft law constitute the rule-based system for global governance.

Nevertheless, the representativeness, effectiveness, and fairness of the UN-centered global governance system are currently facing multiple challenges. From the UN Secretary-General's presentation of Our Common Agenda in 2021, to the UN General Assembly's adoption of the Pact for the Future in 2024, and to Secretary-General Guterres' launch of the "UN 80 Initiative" in 2025, there have been both top-level designs and practical pathways. In particular, the Pact for the Future put forward 19 actions for "transforming global governance", serving as a basic roadmap for reforming the global governance system. However, the goal of these reform initiatives is to improve the global governance system, especially to strengthen the authority and effectiveness of the United Nations, rather than to create an entirely new system.

UN Secretary-General António Guterres has stated that multilateralism is not only the beating heart of the United Nations but also the fundamental guarantee for achieving lasting peace, sustainable development, and the protection of human rights. As a symbol and institutional embodiment of multilateralism, the United Nations advocates networked, inclusive, and more effective multilateralism. This is not only necessary to address global challenges and transform global governance but also to safeguard its own status and authority.

China: A Key Driver in Advancing the Reform of Global Governance

As the United States has shifted from "globalism to "America First", it has transformed from a leader of global governance into an opponent. The United States has intensified a series of unilateralist and anti-global governance policies and actions, which have undermined the foundation of multilateralism and global governance and triggered a crisis in the international order.

In recent years, China has successively put forward the Global Development Initiative, the Global Security Initiative, the Global Civilization Initiative, and the Global Governance Initiative, with

the core of practicing genuine multilateralism and promoting the reform and improvement of the global governance system. In the field of international financial governance, China has taken the lead in establishing the Asian Infrastructure Investment Bank and the New Development Bank of BRICS countries, and advocated the establishment of the Shanghai Cooperation Organization Development Bank. In the field of emerging technologies, China has proposed the Global Data Security Initiative and the Global Initiative on Artificial Intelligence Governance, and promoted the establishment of the World Internet Conference International Organization and the World Organization for Artificial Intelligence Cooperation. China has also promoted the establishment of the Group of Friends on the Safety and Security of UN Peacekeepers at the United Nations, initiated the Group of Friends of the Global Development Initiative, proposed and passed resolutions at the UN General Assembly on strengthening international cooperation in AI capacity building and designating an International Day of Dialogue among Civilizations, and promoted the establishment of World Cities Day. These efforts demonstrate China's transition from active participation to proactive leadership, establishing it as a key force in global governance.

The Global Governance Initiative identifies priority areas for early progress, including "reform of the international financial architecture", "governance of artificial intelligence, cyberspace, climate change, trade, and outer space", and "firmly upholding the authority and central role of the United Nations and supporting the UN in implementing the Pact for the Future". Achieving results in both traditional areas of global governance such as trade and finance, and emerging fields like cyberspace, outer space, and artificial intelligence, relies on the value guidance of genuine multilateralism. On one hand, all countries should participate on an equal footing, and even non-state actors should play their roles, to ensure that governance is truly "global". On the other hand, major powers should strengthen coordination, guidance, and leadership from a "global" perspective, to ensure that the world can be effectively governed.

China holds high the banner of building a community with a shared future for humanity and advocates a logic of global governance, which stands in sharp contrast to the logic of major-power competition pursued by a few countries based on "country-first" principles in international relations. The world has reached a new crossroads: whether to return to an era of power politics characterized by zero-sum games, or move towards a community with a shared future featuring win-win cooperation.

Advocating People-Centered Approach: The Value Orientation of Global Governance

Xin Ming

The author is Professor at Beihang University

What kind of global governance system to build and how to reform and improve it are major issues of great concern to the international community today. President Xi Jinping has put forward the Global Governance Initiative, elaborating on the principles, methods, and paths for reforming and improving global governance from five aspects. This initiative contributes Chinese wisdom and solutions to addressing the global governance deficit and charting the course for humanity's progress. Among its core concepts, "advocating a people-centered approach" highlights China's value guidance and moral responsibility in building a better world in the new era, from the perspective of the value orientation and moral foundation of global governance.

People-Centered Approach Defines the "Character" of Global Governance

From the perspective of institutional philosophy, global governance is essentially an institutional arrangement, and different models of global governance are underpinned by distinct institutional choices. In this sense, whether global governance, as an "institution", regards "people" as ends or means, or whether it truly adheres to a people-centered approach, yields vastly different outcomes in stimulating the vitality of people as the most dynamic factor of social productivity, nurturing their social attributes, and building harmonious relationships among them. If global governance deviates from a people-centered value orientation and loses its moral support, it will struggle to establish a truly enduring and stable order or achieve results that benefit people around the world. Therefore, the adherence to a people-centered approach reflects the conscience and character of a global governance model and international order. Only by aiming for the joint participation and benefit of people from all countries and continuously providing them with confidence and stable expectations can the global governance system gain widespread support and operate effectively.

After the devastation of two world wars in the 20th century, countries around the world joined hands to build an international system centered on the United Nations, an international order based on international law, and basic norms governing international relations rooted in the purposes and principles of the UN Charter. Although the resulting global governance model had inherent limitations shaped by the stage of international political

and economic development in the 20th century, its core values still strived to embody a people-centered orientation to the best of its ability. Therefore, China and other developing countries in the Global South advocate advancing the global governance system towards greater fairness and rationality, emphasizing reform and improvement rather than dismantling and rebuilding the existing framework.

However, in recent years, the role of the United Nations has been continuously challenged, with a noticeable resurgence of unilateralism, protectionism, and hegemonism. Some Western countries have provoked trade conflicts, undermined the multilateral trading system, and destabilized the global economic order. These actions not only directly harm the legitimate interests of countries worldwide, especially those in the Global South, but also run counter to the trends of world multipolarity, economic globalization, and cultural diversity in their far-reaching consequences, sacrificing the interests of people across the globe. Emphasizing a people-centered approach in global governance means firmly safeguarding the international system centered on the United Nations and the international order based on international law. Through reforming and improving the global governance system, we can better address the common challenges facing human society and better safeguard the common interests of all countries in the world.

President Xi Jinping pointed out, "As an ancient Chinese saying goes, 'We should pull together in times of trouble when sharing the same boat.' Today, the international community must 'pull together in times of trouble when sharing the same planet.'" Human society is interconnected and interdependent, sharing weal and woe, with each country having a stake in the others' future. We should unite around the spirit of "pulling together in times of trouble when sharing the same planet" to build broad consensus for promoting the construction of a community with a shared future for humanity. People from all countries live on the same planet, and they should work together to tackle the intertwined uncertainties and changes in the international situation as well as the emerging global challenges. The general trend of human development and progress will not change; the underlying logic of the tortuous advancement of world history will not change; and the general trend of the international community sharing a common destiny will not change. The Global Governance Initiative does not seek to replace one system with another or one civilization with another. Instead, it promotes the common values of humanity, namely peace, development, equity, justice, democracy, and freedom, builds consensus among people of different nations, beliefs, cultures, and regions, advocates an equal and orderly world multipolarity and an inclusive and beneficial economic globalization, and calls on countries with different social systems, ideologies, historical cultures, and development levels to share interests, rights, and responsibilities in international affairs, so as to find the broadest common ground for building a better world.

People-Centered Approach Builds Broad Consensus in the International Community

A harsh reality of today's world is that different countries, nations, and groups occupy different positions in the international political and economic structure. According to a survey by the United Nations, while over one billion people worldwide are living a fully modern life, more than 700 million still live in extreme poverty, and the wealth held by the world's richest 1% exceeds the combined wealth of the remaining 99% of the global population. From the basic logic of institutional philosophy, institutions should ensure the rights of every individual on the basis of protecting the rights of the overwhelming majority.

Yet, some developed Western countries ignore the widespread expectations of the world and the trends of the times. While they have entered the 21st century, their thinking remains stuck in the past—confined to the outdated frameworks of Cold War mentality and zero-sum games, or even the era of colonial expansion. They fail to recognize the realities of economic globalization and world multipolarity, instead harboring resistance and anxiety. They view the rapid development of emerging market and developing countries as a threat to their own interests, leading to chaotic practices such as withdrawing from international organizations, abrogating treaties, decoupling, and building barriers. These actions have increased global uncertainty and instability, exacerbating the governance deficit, trust deficit, peace deficit, and development deficit. Such behaviors are clearly irresponsible to the world and to the people of these countries themselves.

President Xi Jinping pointed out: "What kind of international order and global governance system is good for the world and for people of all countries should be decided through consultation among people of all countries, not by a single country or a small number of countries." Today, the world has become a "global village" where human interests are highly integrated and interdependent. Building a community with a shared future for humanity means that the future and destiny of every nation, country, and individual are closely intertwined. We should stand together through thick and thin, share weal and woe, strive to build our shared planet into a harmonious family, promote an open, inclusive, clean, and beautiful world that enjoys lasting peace, universal security, and common prosperity, and turn the aspirations of people from all countries for a better life into reality.

The history of human social development tells us that "what is" is important, but "what we aspire to be" is sometimes even more critical. The world should not only become a community with a shared future in reality but also gain recognition of this vision in people's minds and be upheld through concrete actions. The Global Governance Initiative's advocacy of a people-centered approach is based on this understanding. The world does not belong solely to "you", "me", or "him", but to all of us. Humanity shares common interests and faces numerous common challeng-

es. These interests can only be achieved and protected through solidarity and cooperation, and these challenges can only be addressed through joint efforts. All of this is built on safeguarding the interests of the vast majority of people worldwide.

Ensuring Joint Participation and Shared Benefits for People of All Countries

In theory, global governance should create an orderly and efficient environment for the development of all countries, thereby injecting greater stability and certainty into the international order. Global governance can have multiple objectives, but its fundamental purpose lies in promoting human development and the realization of human values. It can be said that the free and all-round development of individuals is the highest institutional value of global governance. In this regard, the ideal vision of human social modernization should be deeply reflected in the modernization of people, and global development achievements should be translated into tangible benefits for people around the world. For this reason, the Global Governance Initiative proposes that by reforming and improving global governance, we should enhance people's sense of gain through promoting common development, strengthen their sense of security by better addressing common challenges facing human society, and boost their sense of happiness by advancing the common interests of different countries and groups.

President Xi Jinping emphasizes that development is meaningful only if it serves the people, and dynamic only if it relies on the people. Countries around the world should adhere to a people-centered approach and strive for higher-quality, more efficient, fairer, more sustainable, and safer development. We need to address the imbalances and inadequacies in development, and enhance its balance, coordination, and inclusiveness. We should strengthen people's capacity for development, create an environment where everyone can participate and share the fruits of development, and strive for a development landscape where the benefits are more equitably distributed among all countries and individuals. These concepts are deeply reflected in the Global Governance Initiative, particularly in its emphasis on a people-centered approach as the value orientation of global governance.

Today, the collective rise of the Global South has become a prominent symbol of the profound changes taking place in the world. The joint march of developing countries in the Global South towards modernization is a historic event in world history and an unprecedented feat in the process of human civilization. This is an irresistible historical trend and world current. In the process of common development of all countries, a country that is ahead will not become brighter by blowing out others' lamps, nor will it go further by blocking others' paths. Adhering to sharing opportunities, creating a shared future, jointly expanding the "cake" of human social modernization, striving to ensure that the fruits of modernization benefit people of all countries more equitably, and firmly oppos-

ing safeguarding one's own "privileges" by suppressing and containing other countries' modernization should become the basic consensus of global governance. This is why the Global Governance Initiative specially emphasizes that people of all countries are the fundamental participants and beneficiaries of global governance.

In summary, reforming and improving the global governance system, ensuring the joint participation of people from all countries in global governance and their shared enjoyment of its fruits, better addressing common challenges facing human society, narrowing the North-South development gap, and safeguarding the common interests of all countries in the world—these constitute the connotation of the Global Governance Initiative's "advocacy of a people-centered approach". Only global governance based on this value orientation can stand at the moral high ground of human society, possess legitimacy and rationality, and achieve the goal of serving the common good and promoting harmony among all nations.

Emphasizing Action Orientation: A Fundamental Principle of Global Governance

Li Xiaoyun

The author is Distinguished Professor of Liberal Arts at China Agricultural University, Honorary Dean of the College of International Development and Global Agriculture

During the Shanghai Cooperation Organization (SCO) Tianjin Summit, President Xi Jinping solemnly put forward the Global Governance Initiative (GGI). The initiative advocates sovereign equality, adherence to the rule of law at the national level, practice of multilateralism, a people-centered approach, and emphasis on action orientation. Against the backdrop of globalization and global governance facing unprecedented challenges, this initiative not only further deepens and systematizes the important concept of building a community with a shared future for humanity but also, together with the Global Development Initiative, the Global Security Initiative, and the Global Civilization Initiative, constitutes a public good provided by China for global development.

The Global Governance Initiative is of far-reaching significance for promoting the healthy development of globalization, upholding the UN Charter, supporting the UN's central role in international affairs, and advancing the establishment of a more fair and reasonable global governance mechanism. The four major global initiatives put forward by China based on the important concept of building a community with a shared future for humanity convey China's determination to uphold multilateralism, advocate unity and cooperation, abandon confrontation, and establish a just and reasonable world order. The Global Governance Initiative further demonstrates China's moral responsibility and operational commitment as a major developing country to promoting common prosperity and progress of human society in the new historical development process.

Without Substantive Action Orientation, Global Governance Will Fragment

The development of globalization is an inevitable trend in the historical process of human civilization and progress. The evolution of human society has seen the gradual transformation from different tribes to various ethnic groups, and then to different nations and countries, which have always been in the process of mutual exchange and integration, and even formed communities of various forms. Throughout this long historical

process, different tribes, ethnic groups, and countries, on the one hand, have carried out exchanges and cooperation through different political and cultural forms to achieve mutual benefit; on the other hand, due to different interest demands and common challenges, they have always faced the challenge of establishing collective mechanisms to ensure common interests. Global governance is a major institutional innovation for managing conflicts in human society and addressing common challenges since human society entered the modern era.

In the 17th century, European countries experienced a war lasting more than 30 years, which caused heavy casualties in Europe. Although the Westphalian system, aimed at avoiding wars, pioneered global governance by resolving conflicts through international rules and conferences and put forward international law norms on national sovereignty, territorial integrity, and national independence, the relevant treaties mainly remained on paper and were not implemented in the actions of various countries, so peace did not arrive as scheduled.

The hope of peace and the reality of war continued to alternate, permeating the historical process of Europe until World War I once again brought disaster to Europe and even East Asia again. The Treaty of Versailles signed after World War I also aimed to prevent the recurrence of war and maintain peace and tranquility, and gave birth to the League of Nations, which tried to protect the interests of weak countries, thus providing a global organizational framework for global governance. However, because the Treaty of Versailles system itself was based on sacrificing the interests of defeated countries and oppressed nations and was controlled by a few major powers such as Britain and France, it lacked a fair and reasonable mechanism. Furthermore, although the League of Nations implemented a series of measures such as disarmament, each country acted based on its own interests, lacking substantive actions, and ultimately failed to avoid the outbreak of World War II, which was even more catastrophic. The repeated lessons in the historical process of human society show that shared destiny is the core feature of human social development, and establishing a global governance mechanism based on fairness and justice is the most important foundation for human peace and development. And the global governance system needs to be guided by substantive actions; otherwise, global governance will move towards fragmentation.

The Pattern of Peace and Development Benefits from Putting the Purposes of the UN into Action

The 80 years of overall peace and global economic development after World War II are all due to the post-war global governance system. More importantly, this pattern of peace and development

benefits from putting the purposes of the United Nations into action. UN peacekeeping operations, UNCTAD, the Millennium Development Goals, etc., are prominent cases.

Currently, the world is in a period of accelerated transformation of changes unseen in a century, and the dividends of peace and development after World War II are gradually disappearing. Hegemonism, Cold War mentality, and protectionism, combined with populism and terrorism, have disrupted the process of globalization. At the same time, human society is facing more and more challenges such as financial crises, continuous conflicts, climate change, public health, and worsening poverty. The global governance system centered on the United Nations is increasingly unable to cope with the increasingly complex global security and development problems. Global peace and development are facing the biggest challenges since World War II. In a sense, global governance is in a great crisis. President Xi Jinping's proposal of the Global Governance Initiative points out the direction for ensuring world peace and development and provides a Chinese solution for improving the global governance mechanism.

The Chinese Solution Aims to Improve and Enhance the Effectiveness of Global Governance

China not only advocates improving global governance politically but also puts forward a series of action-oriented propositions and takes concrete actions to implement them.

Firstly, China takes the implementation of major UN agendas as an important action to maintain the global governance system centered on the United Nations. China is the first developing country in the world to achieve the poverty reduction goal among the UN Millennium Development Goals, accelerating the world's poverty reduction process. China will host the Global Women's Summit to commemorate the 30th anniversary of the Fourth World Conference on Women in Beijing, demonstrating China's commitment to promoting the concept of gender equality. The modernization that China is promoting is people-centered, adhering to the new development concepts of innovation, coordination, green, openness, and sharing. Especially in the fields of inclusive development, poverty reduction, carbon emissions, clean energy, and digital empowerment, China is a model for fully implementing the UN Sustainable Development Goals and relevant UN agendas.

Secondly, China maintains multilateralism and the authority of the United Nations through concrete actions. China firmly supports the Paris Agreement by fulfilling its commitments, and firmly supports the operations of UN development agencies such as the World Health Organization, the United Nations Industrial Development Organization, the

World Trade Organization, and the Food and Agriculture Organization of the United Nations through donations, technical assistance, and triangular cooperation. China is one of the first countries to carry out South-South cooperation and triangular cooperation with the Food and Agriculture Organization, and has always been an active participant and major promoter of South-South cooperation and triangular cooperation in the field of sustainable food and agriculture. China has trust funds in the International Fund for Agricultural Development, the United Nations World Food Programme, the World Bank, and the Asian Development Bank. When the World Health Organization faced a funding shortage, China increased its donations, demonstrating China's determination to maintain the global governance system centered on the United Nations. In addition to financial and technical support, China's support for UN agencies also conveys China's governance experience in development, providing new practices for improving global governance.

Thirdly, China gives full play to its advantages as a member of the Global South, and uses its national development experience and resources to promote new multilateral cooperation and regional cooperation. Regional cooperation mechanisms such as the Forum on China-Africa Cooperation, the China-CELAC Forum, and the China-Arab States Forum are all promoting the development of the Global South. At each Forum on China-Africa Cooperation and Summit, China launches a series of initiatives covering trade, investment, and assistance. At the 2024 Beijing Summit of the Forum on China-Africa Cooperation, China announced that it is willing to implement the "Ten Partnership Actions for China and Africa to Jointly Promote Modernization" with African countries in the next three years, covering ten areas including mutual learning among civilizations, trade prosperity, industrial chain cooperation, connectivity, development cooperation, health, agricultural development for the benefit of the people, people-to-people exchanges, green development, and joint security. The Asian Infrastructure Investment Bank and the New Development Bank of BRICS countries, initiated by China, provide new forces for global development finance governance.

Finally, China is the main promoter and innovator of global South-South cooperation. China advocates global development cooperation aimed at and driven by development, and advocates a cooperation policy based on self-reliance supplemented by external assistance. China has established a Global Development and South-South Cooperation Fund with an amount of 4 billion US dollars, providing a large amount of funds and technology to Africa, Asia, Latin America, and other parts of the world. China has become the most important coopera-

tive partner of regions such as Africa. At a time when international development assistance is declining, China adheres to the concept of global development cooperation and provides strong support for global development governance. China's development cooperation, which goes beyond traditional aid methods, not only promotes the economic and social development of global partner countries but also, more importantly, provides new experiences for global development cooperation.

In summary, at a time when globalization and global governance are facing major challenges, China firmly maintains the global governance mechanism centered on the United Nations. As the United Nations is about to celebrate its 80th anniversary, President Xi Jinping put forward the Global Governance Initiative, adhering to the concept of global governance featuring extensive consultation, joint contribution, and shared benefits, highlighting China's stance of supporting the existing global governance system. At the same time, the existing global governance system needs to be reformed and improved to keep pace with the times. President Xi Jinping's proposal of action-oriented global governance concepts is not only a crystallization of China's practical experience in firmly supporting the post-World War II global governance system for a long time but also a Chinese solution based on the present and looking forward to the future, committed to improving and enhancing the effectiveness of global governance.

Part II.
Global Resonance of the Global Governance Initiative

GGI resonates with common expectations of the global majority

An exclusive interview with Ong Tee Keat (OTK), president of Belt and Road Initiative Caucus for Asia Pacific and former Malaysian minister of transport

In this interview, OTK said that when the compromised global order is attuned to serving certain countries' unilateral interests at the expense of the global majority, calls and actions to reset the ailing order are absolutely necessary, relevant and laudable.

GT: From your perspective, what stands out as the key practical significance of the GGI, and why does it carry necessity, particularly in the present historical context?

OTK: The GGI is rolled out when global governance comes to a crossroad characterized by increasingly fragile peace and incoherent leadership in the face of existential challenges, alongside denial of the global majority's aspirations by rising protectionist and hegemonic unilateralism. It coincides with the 80th anniversary of the founding of the UN which saw the increasing untenability of rules-based world institutions, rendering global governance dysfunctional in face of common challenges.

It serves as a clarion wake-up call to alert the international community of the imperative to reflect and reset the existing global order before further decadence.

The GGI presents a multi-dimensional agenda for resetting global governance with actionable and deliverable initiatives which are entailed in the Global Development Initiative (GDI), Global Security Initiative (GSI) and Global Civilization Initiative (GCI). The GDI and GSI form the mutually-reinforcing duo which promotes peace through development, and the dividend of peace in return will further provide a conducive environment bolstering development.

Parallel to this, the GCI provides a Chinese solution to breaking the civilizational silos that impede inter-civilization interaction and understanding, thereby pre-empting the prophecy of clash of civilizations. Now, the GGI calls for the world to take real actions in addressing the prevailing woes derailing global governance. It's not that the major shortcomings remain unidentified but it's the lack of collective global resolve in resetting the skewed order for fear that the reigning hegemon might have its primacy hamstrung.

GT: How do you view the five core concepts of the GGI? Could you share your perspective on the world China envisions through them?

OTK: The set of five core concepts portrays an ideal model of global governance that the world should rightfully be striving for. They align with the contemporary needs and aspirations of the global majority. Yet it remains

a tall order as the reigning hegemon stays recalcitrant in upholding its "exceptionalism," mounting a naked challenge to "sovereignty equality" and "international rule of law."

Meanwhile, promoting multilateralism is central to fostering globalized cooperation which is crucial to mitigating common challenges concertedly. Conversely, protectionist unilateralism only catalyzes the fragmentation of our "global village," rendering the international community impotent in face of exigencies.

The ideal of committing to a people-centered approach is virtually rooted in inclusivity that involves all stakeholders who ultimately deserve to be rewarded with a fair share of dividends of any human endeavor. This is a tall order amid the world of diverse polity and political systems but it's an egalitarian model.

To go for an action and result-oriented approach in resetting global governance is absolutely relevant and imperative to command the delivery of the deliverables.

Ultimately, as the GGI is gaining traction with more countries coming on-board, it is envisaged that the privileged minority which has been holding sway in global matters for far too long will gradually have its clout eroded, thus paving way for the potential emergence of a more egalitarian order.

GT: From the GDI, GSI, GCI, to today's GGI - which together form a more comprehensive set of "four initiatives" - how do you see the connections among them?

OTK: The "four initiatives" are interrelated and mutually complementary. Comprehensively, the "4 in 1" set envisions fostering a new model of global governance underpinned by an egalitarian and multilateral order characterized by inclusivity and symbiosis, alongside being grounded in development-driven peace and civilizational understanding, thus leaving no space for exceptionalism and hegemony.

The successive roll out of "public goods" in the form of "global initiatives" as the Chinese solutions to the ailing global governance is a clear manifestation of China's commitment to playing a more prominent global role as a major power. No other nation should ever frown upon it, more so when the incoherent global governance is getting increasingly untenable in the present evolving order.

GT: Some Western media claim that China's push to reform global governance aims to build a new, alternative world order outside the existing international order. How do you respond to this?

OTK: Amid the cacophony of calling out China for allegedly creating an alternative global order, China should remain unapologetic as the existing order has long been compromised under the heavy influence of Washington. The post-WWII order was established to sustain global peace under the watch of the victors of WWII, primarily the US. Over the past eight decades, the global dynamics have been evolving from the Cold War bipolar order to one of unipolar order after the Cold War, followed by globalization that catalyzed the rise of multipolarity.

When the compromised global order is

attuned to serving Washington's unilateral interests at the expense of the global majority, calls and actions for resetting the ailing order are absolutely necessary, relevant and laudable. It shouldn't be dubbed as synonymous with intentions to supplant the primacy of the reigning hegemon who is idly turning a blind eye to the pressing common challenges confronting humanity.

In this context, the GGI hit the nail right on the head with its core ideas, resonating with the common expectations of the global majority.

GT: Looking to the future, what are your expectations for the prospects of the GGI?

OTK: Knowing that the GGI is set to be confronted with a rough international terrain ahead, the initiative needs to garner sufficient support worldwide to gain the desired traction. The GGI must go in unison with the other three global initiatives to make it actionable. To this end, partnership engagement with regional and sub-regional groupings is to be prioritized with specific programs rolled out under the framework of the four initiatives. All these have to go in tandem with the full cooperation of such alternative multilateral development banks as the Asian Infrastructure Investment Bank (AIIB) and the New Development Bank, which are tasked to address the potential gaps in development finance.

GT: How do you see Malaysia and ASEAN engaging with the Global Governance Initiative? What unique roles could ASEAN play in connecting regional development with broader global governance?

OTK: In view of the prevailing China-ASEAN dynamics and the enduring ties, ASEAN member states including Malaysia look receptive to the GGI. Such optimism stems primarily from the bloc's positivity toward the various Chinese-led initiatives, such as the Belt and Road Initiative, China-ASEAN Free Trade Area 3.0 and the ideal to build an ASEAN-China community with a shared future.

In advancing the GGI, ASEAN - the top trading partner of China - could provide a good template in linking regional development with broader global governance. The three key pillars of ASEAN Community Vision 2045, in political security, economics and social culture, constitute ready dimensions for collaboration with China in pursuit of a "Resilient, Innovative, Dynamic and People-Centred ASEAN." This collective vision of strengthening regional peace, economic integration and social development aligns well with the four Chinese initiatives designed to reset global governance.

To this end, the existing China-ASEAN partnership offers an ideal platform to extend beyond mere trade. Its leverage to engage with other regional groupings for broader cooperation is to be given full play.

GGI is trusted as a genuine alternative to the broken promises of the past

An exclusive interview with Busani Ngcaweni (Ngcaweni), director of the Centre for Public Policy and African Studies at the University of Johannesburg

In this interview, Ngcaweni said that the GGI is action-oriented, insisting on measurable delivery and the pursuit of redress toward an equitable world order - an essential precondition for peace and development. That is why it is trusted as a genuine alternative to the broken promises of the past.

GT: The current international landscape is undergoing changes and turbulence. The UN and multilateralism are being challenged, and the deficit in global governance continues to grow. Why is China in a position to propose and promote the GGI, such a pragmatic governance initiative?

Ngcaweni: China is in a position to advance the GGI because it has consistently demonstrated its ability to translate vision into action. The initiative rests on five principles: sovereign equality, international rule of law, multilateralism, people-centred approach and real results. These are not abstract aspirations but direct responses to the paralysis we see in the existing global governance institutions.

Secondly, China has never sought to position itself as a hegemon, either regionally or globally. China's foreign policy has consistently emphasized mutual respect, non-interference and the pursuit of shared development. This posture has afforded China both the moral credibility and the political legitimacy to champion initiatives that resonate beyond its borders.

Accordingly, its proposal of the GGI carries particular weight, as it seeks not merely to advance narrow national interests but to amplify the collective aspirations of the Global South. By calling for meaningful reform of the United Nations, the initiative underscores the demand for a more inclusive, representative and equitable system of global governance that reflects the realities of the 21st century rather than the hierarchies of the post-World War II era. The world needs a Global South consensus that prioritizes dignity, equality and cooperation. This consensus is not vassalage, nor is it revenge. It is about developmental statecraft, a counter to the hegemonic statecraft of the North, which often bullies and subjugates others.

GT: Why should "staying committed to real results" be made one of the core concepts of global governance, as outlined in the Concept Paper on the Global Governance Initiative? What is the significance of emphasizing "taking real actions" for improving the effectiveness of global governance and advancing system reform?

Ngcaweni: "Taking real actions" is critical because legitimacy now depends on results, not rhetoric. People and governments have lost faith in declarations that fail to shift reality. By making "staying committed to real results" a principle, the GGI directly confronts this effectiveness deficit.

The turbulence in global economic governance has become a form of economic violence. It undermines prosperity and stability, especially in the Global South. The answer to this cannot be more speeches but practical reforms in finance, investment in green transitions, technology sharing and capacity building. That is why the GGI's emphasis on coordinated action is so important. It shows that multilateralism can solve problems.

GT: Which of China's practices in promoting global governance best reflects this action-oriented approach? Emphasizing "taking real actions" and "staying committed to real results" requires addressing pressing issues while also considering long-term challenges, particularly those faced by developing countries. What are the key pressing issues at present, and what contributions has China made in addressing these challenges?

Ngcaweni: The strongest examples are the practical platforms launched under the Shanghai Cooperation Organisation. China has established cooperation in energy, green industry and the digital economy, while also creating centers for scientific innovation, higher education and vocational training. It has pledged significant expansions in renewable capacity and opened opportunities for shared research in artificial intelligence. These are concrete, measurable outcomes.

The pressing issues for developing countries remain climate change, the digital divide, inequities in finance and vulnerabilities in health. China has engaged in each of these areas, from Belt and Road investments in renewable energy to health partnerships across Africa and advocacy for financial reform. Developmental statecraft is about building rather than bullying. These contributions embody that practice and reflect the promise that governance must be constructive, inclusive and focused on development and peace.

GT: Since the proposal of the GGI, it has triggered strong resonance in the international community, with countries such as Belarus, Cuba and Myanmar expressing support and showing great confidence in the initiative. Why has the GGI earned such trust?

Ngcaweni: Trust has been established because the GGI is not rhetorical. It creates concrete platforms.

Multipolarity is not chaos but balance. Countries respond positively because the GGI insists on sovereign equality and genuine multilateralism. It does not impose the house rules of a few but invites many centers of decision-making. It has gained trust because most countries of the Global South have firsthand experience of the skewed and unequal current system of global governance. It has earned trust because countries of the Global South yearn for a reformed system of global governance that will advance peace and equitable development, thus realizing

the aspirations they laid out in 1955 at the Bandung Conference.

Dialogue is central to the foreign policies of both South Africa and China, and this pluriversality implies that there is no single way of governing, no superior civilization and no monopoly on knowledge. The GGI echoes this ethos, which is why it resonates and earns trust. It is not about replacing one hegemon with another, but about fostering a partnership that affirms dignity.

GT: The GGI makes it clear that "developed countries should earnestly take on their responsibilities and provide more resources and public goods." How do you view this?

Ngcaweni: Developed countries should join the GGI, but only on the basis of equality, respect and responsibility. The GGI is not antagonistic. It is about creating a fairer order where all bear responsibilities. Developed states have resources and technologies that can help, but they must contribute rather than dominate. They must also take responsibility for the current global order and stay committed to its collective reform.

Western-led initiatives often came with double standards where the strong carved exceptions for themselves. If developed countries persist in their hegemonic habits, the Global South will build alternative frameworks. The invitation is open, but the terms are partnership, not hierarchy or hegemony. The difference between China and developed countries in the provision of global public goods is credibility. Developed countries make big pledges yet deliver little, leaving a credibility gap. In climate finance, this shortfall is glaring. In contrast, China has a track record of delivering results.

Peace is not simply the absence of war. It is a virtue rooted in justice, benevolence and fairness. Action-oriented support embodies this philosophy, which is why China's approach is seen as more reliable and effective. The GGI is action-oriented, insisting on measurable delivery and the pursuit of redress toward an equitable world order - an essential precondition for peace and development. That is why it is trusted as a genuine alternative to the broken promises of the past.

What the Global South desperately wants: predictable global governance

An exclusive interview with Arnaud Bertrand (Bertrand), a French entrepreneur and commentator on economics and geopolitics

In this interview, Bertrand said that most countries simply want rules. Actual, predictable, consistent rules that apply to everyone equally.

GT: Could you briefly explain your understanding of the GGI?

Bertrand: It is trying to organize a predictable international order where countries can trade, develop and cooperate without facing warfare every time their policies diverge from Western expectations. The way I understand the GGI is essentially China's attempt to restore the international system to its intended design, not by creating new rules, but by actually making sure that the existing ones are followed.

GT: Just as you mentioned in an article, the current challenges in global governance aren't the UN Charter or international law, it's that they have been systematically violated by those who claim to uphold them. Could you elaborate on this view?

Bertrand: Let's take an example, the UN Charter. It has an entire article about non-interference, which I believe is Article 2, that explicitly states nothing contained in the present Charter shall authorize the UN to intervene in matters which are essentially within the domestic jurisdiction of any state.

Yet, when you look at it, the US literally has entire government agencies dedicated to interference.

The National Endowment for Democracy funds opposition groups worldwide. The CIA has a notorious history of regime change. This poses a clear challenge to global governance - those who claim to uphold the rules-based order actually don't follow the rules.

To return to the GGI, its proposition is simply about taking the rules of the UN Charter seriously. This, by the way, is precisely why it feels so threatening to those who have built their power on violating those rules.

GT: How would you describe a global governance that most countries hope for?

Bertrand: Most countries simply want rules - that's it. Actual, predictable, consistent rules that apply to everyone equally.

Again, the bitter irony is that the so-called "rules-based order," despite its name, doesn't actually have any rules - just arbitrary decisions that change based on Washington's mood and interests. When can you invade a country? When can you sanction civilians? When can you recognize separatist regions? Nobody knows - because there's no actu-

al rulebook, just vague rationalizations for whatever the US decides.

What the Global South - and most of the world - desperately wants is predictability.

A small country wants to know that if it follows the rules on sovereignty, its sovereignty will be respected. A trading nation wants to know that if it complies with WTO regulations, it won't face unilateral sanctions. This transcends ideological divides, precisely because rules, by definition, are ideologically neutral. You want to know that signing a trade agreement means something. You want to know that your embassy won't be bombed. You want to know that your assets won't suddenly be frozen one day.

GT: How do the principles of the GGI address the issues in global governance that you mentioned?

Bertrand: In the five core concepts of the GGI, I think the international rule of law dimension is what resonates most powerfully, because it addresses the core absurdity everyone sees: We live in a "rules-based order" that has no rules.

So when the GGI commits to applying international law equally and uniformly, with no double standards, it offers what countries desperately crave: actual rules that won't mysteriously change tomorrow.

I think the core systemic problem in global governance is legitimacy. The current order has very little legitimacy, because its founding premise is fraudulent - some Western countries claim to uphold rules while systematically violating them.

China is being more faithful to the actual rules of the system than those who created them, which makes every Western violation of its own standards stand out in sharp relief.

When China refuses to intervene militarily, despite enormous pressure, and maintains the same trade terms regardless of political alignments, it demonstrates that a great power can actually be bound by law.

I believe systemic change comes not from confrontation, but from making the alternatives so obviously superior that the old model looks barbaric. In fact, a former Pentagon strategist I was listening to not long ago, Oriana Skylar Mastro, made an interesting comparison: The war in Afghanistan cost the equivalent of 10 Belt and Road Initiatives.

GT: Although the GGI is a recently announced initiative, do you think its spirit and principles have already been reflected in some examples of China-foreign cooperation?

Bertrand: There is a very long tradition in China's diplomatic history of following the same principles that are in the GGI, which are themselves based on the core principles of peaceful coexistence.

I was invited to the 70th Anniversary of the Five Principles of Peaceful Coexistence in Beijing where the former French prime minister Dominique de Villepin was also present. He gave a speech in which he said something that I found quite profound: Whenever you work on concrete peace, you find these five principles to be the keys that can unlock almost any lock. I think the same applies to the GGI.

When you look at examples, you have, for instance, the Saudi-Iran reconciliation that China helped to achieve.

It only worked because China embodied the principle of non-interference and was seen as a neutral actor with no military agenda to push.

The BRI also makes these principles concrete. It provides infrastructure without interference and development without violations of sovereignty.

GT: From the Global Development Initiative (GDI), the Global Security Initiative (GSI) and the Global Civilization Initiative (GCI) to the GGI - which together form a more comprehensive set of "four initiatives" - how are they connected?

Bertrand: What's brilliant is how they all reinforce each other. The GDI creates material incentives for cooperation, the GSI removes security threats that derail development, the GCI provides ideological space for different systems to coexist, and the GGI institutionalizes these principles into actual governance.

GGI is not just principles, but practical methods of collaborating

In a turbulent world characterized by frequent regional conflicts, stalled economic development, the rise of de-globalization and a fragile international order, how can effective governance rise to meet the urgent challenges of our era? In the latest episode of the Global Times (**GT**) Global Minds Roundtable, Xu Feibiao (**Xu**), director of the Center for BRICS and G20 Studies with the China Institutes of Contemporary International Relations, Vijay Prashad (**Prashad**), an Indian Marxist scholar and executive director of Tricontinental: Institute for Social Research, and Warwick Powell (Powell), an adjunct professor at the Queensland University of Technology and former policy advisor to Kevin Rudd, share their insights on the spirit, contemporary relevance and global significance of the GGI.

GT: How would you introduce the GGI in just one sentence?

Prashad: It's a reaffirmation of the UN Charter, but going one step further - it emphasizes the people-centered approach.

Powell: The GGI is a method by which countries can work together on the basis of equality and respect, with decisions made through consensus rather than dictated by one big country telling everyone else what to do.

Xu: I think the soul of the GGI is the idea of a community with a shared future for humanity.

GT: The key term of this initiative is "global governance." What do you think is the greatest challenge to today's global governance?

Prashad: The greatest challenge is when you have a set of principles, laws or treaties, people don't follow them.

For example, the US is the most powerful country in the world, both in terms of its military strength and its ability to exert control over other nations through sanctions. But the US hasn't ratified a large number of important UN treaties. And the UN treaties, or its charter, are frequently violated by the US and other NATO countries.

The invasion of Iraq was a violation of the UN Charter. The destruction of Libya in 2011 was a violation of UN Security Council Resolution 1973. The resolution just authorized "a no-fly zone;" it didn't say "go and bomb the country."

You can't have governance if powerful actors are regularly violating the terms of governance. You can't be both the keeper of global law and the main violator of global law.

Powell: The greatest barriers at the moment are the ongoing insistence by the US and the Western powers on their own primacy, and their reluctance to respect other countries' abilities to participate in the world without being bullied by the big powers.

Xu: A few countries want to maintain the old, unjust global order. They want to be the dominant powers, while controlling others. We don't need that kind of order. It is at this

critical juncture that the GGI was proposed by President Xi. Many challenges are being faced by every country, and they need to come together, unite and create a just and reasonable global governance system.

GT: Do you think the GGI is addressing what's missing in global governance?

Powell: Absolutely. The Western rules-based world is, in some ways, quite misleading. It's a very effective marketing slogan because it creates the impression that it's a system with legitimacy at a global level, and this legitimacy is somehow linked to the UN. But in fact, it is quite different from the UN. It's not a framework that countries around the world have agreed to.

The rules-based international order is also used to justify American military intervention in other countries - in the name of order, peace, democracy, liberalism and Western ideas.

The GGI, which draws on China's own experiences but in many ways reflects the spirit of the UN and its charter, is fundamentally different. It is about respecting the fact that the world is made up of many different countries, each with its own identity. And when we can embrace these differences, we can find ways to appreciate them, maybe even learn from them, while also identifying common paths and shared interests. Initiatives like the Belt and Road Initiative, as well as multilateral institutions - such as the Shanghai Cooperation Organisation, BRICS, the UN, the World Trade Organization and the World Health Organization - illustrate this.

As China has become stronger, I think it's trying to be an enabling great power, not an expropriating great power. China played a pivotal role in normalizing the relationship between Saudi Arabia and Iran. You can't force people. You have to listen, talk and create the conditions where maybe people can at least have a little dialogue and make progress. I think China has shown that these principles are not just principles, but also practical methods of working with each other.

Xu: It is the US and some Western countries that always say we should govern the world based on rules. But the question is: Which rules? Whose rules? Who defines them, and who interprets them? That makes a big difference. China does not uphold the rules defined by just a few countries' laws. Instead, it upholds multilateralism and sovereign equality. That is different.

If we look at the content of the GGI, you will find that China calls for a governance in which every country is respected, and can have its voice heard in the international community, aiming to improve the existing system by reforming it and transforming it into a more reasonable, just and applicable global system.

Take a look at the tariff war. The US set very high tariffs, and European countries accepted them. That shows that the US and other Western countries are either unwilling or unable to uphold the existing system. Meanwhile, Global South countries are standing firm against the bullying of the US. This means they have both the will and the capability to uphold justice and

international rules.

The Global South is rising quickly. They have enough capability and they want a reasonable and just global governance system.

From the demand side, the world needs a stable, reasonable, and just global governance system. From the supply side, we now have the GGI.

GT: Among the five core concepts of the GGI - namely staying committed to sovereign equality, staying committed to international rule of law, staying committed to multilateralism, staying committed to the people-centered approach, and staying committed to real results - which one impresses you the most?

Xu: The one that impresses me the most is the first concept, sovereign equality. For many years, this has not been easy to achieve.

If global governance is really based on sovereign equality, it means that dominant actors should be willing to sacrifice something. That is not easy. But only when sovereignty is fully respected can there be true cooperation and true multilateralism. It is the foundation for the other concepts.

Prashad: People-centered is important. We are now in an age where we believe in the equality of all peoples. It's not just about doing whatever you want in your territory. It's also about improving the living conditions of people around the world - putting the people first.

The GGI is putting something on the table. It says that people's sense of fulfillment must be inspired.

Powell: Real results. Only by delivering real results can we demonstrate that the other principles are meaningful. Real results are also about the outcomes of sovereign equality. It's about why international law works - why should countries accept international law, if it doesn't deliver results?

Anchoring global governance in a commitment to real results is a powerful reminder that we must always turn words into actions. For those actions to be embraced by others, they must deliver on the aspirations people have - economic development, cultural exchanges and ecological improvement. We have to see results.

GT: Some Western media claim China is pushing to reform global governance in order to create a new, alternative world order. How do you respond to this claim?

Prashad: First, I would say maybe three out of the five core concepts of the GGI are also in the UN Charter. I don't see what the complaint is. I would recommend that they go and read the UN Charter again.

The GGI is an affirmation of the UN Charter. The additional aspect is the "people-centered" part. But that's the promise of the French Revolution, the Russian Revolution, the Chinese Revolution, the decolonization movement, the promise of Bandung, the promise of the Non-Aligned Movement.

In fact, this is something that most liberal intellectuals in the West would agree with: We should put people before money. They need not be Marxists; they could agree with that from the standpoint of social welfare.

The abolition of poverty is as important as ending war. That means peace plus development, not war plus austerity - which is what the West is promising.

What I think this initiative and others like it - it's not the only one - are saying is: Don't spend so much on war; instead, spend more money on getting rid of poverty in your country.

Powell: The GGI rejects the idea that a small number of countries can arbitrarily impose their views while ignoring their own rules. That rejection is intentional and necessary - but it is not about placing China at the center. True multilateralism makes that impossible.

Fundamentally, it is a rejuvenation of post-war multilateralism. A consensus was already achieved in the UN Charter. That's a really hard thing to do - getting over 190 different countries to all agree on something. What we now have to do is turn that agreement into real results.

Xu: One of the core elements of the GGI is commitment to multilateralism. Some in the West are concerned that China will become the next hegemon. What kind of hegemony would truly uphold multilateralism? If a hegemon genuinely upheld multilateralism, then it would not be a hegemon.

The GGI is not about overthrowing or building another system. The initiative was put forward by China, but it represents the Global South. For the first time in human history, it is up to the Global South to uphold and maintain the global governance system, and to build a more equitable and reasonable global governance system.

GT: Looking ahead, how do you envision the GGI in practice?

Xu: I personally feel quite optimistic about it, because this is not an initiative proposed by China for its own interests, but for the interests of the world, aiming for a more just and reasonable order. The need for good governance is real.

Of course, some countries see this as a threat to their own interests because they want to maintain their dominant role and hegemonic status. So, there will be contradictions, and I expect challenges ahead, mainly from the US and some European countries.

I think the GGI will first move forward step by step through smaller multilateral platforms, such as BRICS or the SCO, and then expand from there, eventually being accepted more broadly by other countries. I am quite optimistic.

Powell: I expect it to evolve, actually, not in a hurried way, because in part the underlying philosophical foundation of the GGI is multilateralism, and multilateralism takes time and requires patience.

As more countries gain the confidence to express themselves, I think we will see multilateralism take practical forms with real results in economic outcomes, infrastructure, education, literacy and health.

The GGI will provide pathways for many countries to embrace, but the challenge will be how the legacy of unilateralism continues to assert itself. There is a contradiction that needs to be resolved, but I think it will be resolved - you can't stop more than 190 countries from choosing multilateralism.

Part III.
A Future Blueprint and Its Value in Our Times

Five Key Pathways to Promote the Implementation of the Global Governance Initiative

Sun Jisheng

The author is Executive Director of the Research Center on Building a Community with a Shared Future for Humanity and Vice President of China Foreign Affairs University

Faced with various global risks and challenges, the international community urgently needs to establish correct concepts, clarify governance objectives, and formulate governance plans. China should strive to translate the Global Governance Initiative into concrete actions and tangible outcomes, realizing the people-centered value orientation and pursuing practical results. Moving forward, efforts can be focused on strengthening the domestic governance foundation for global governance and advancing the implementation of the Global Governance Initiative comprehensively through five pathways: the discourse, conceptual, institutional, action, and knowledge pathways.

Strengthening the Domestic Governance Foundation for Global Governance

For over 70 years, China has created the 'two miracles' of rapid economic development and long-term social stability. It has successfully advanced and explored Chinese modernization, scoring remarkable achievements in development. A key approach to China's governance is formulating medium- and long-term plans to guide economic and social development. These plans outline overarching thinkings, fundamental principles, primary objectives, phased targets, strategic tasks, and key measures, followed by steady implementation and active summarization of major achievements and experiences throughout the process. For instance, the Fourth Plenary Session of the 20th Central Committee of the Communist Party of China clearly summarized the major accomplishments of China's development during the 14th Five-Year Plan period and set out the main goals for economic and social development for the 15th Five-Year Plan period. Today, China has become a major country with global influence. China's development and changes generate global impact at every moment, and the success of China's domestic governance holds global significance.

The success of China's domestic governance will lay a material foundation for its participation in global governance and help reshape existing landscape in multiple domains of global governance. On the one hand, China's successful gov-

ernance in certain key fields can make positive contributions to addressing global challenges. For example, China has led the world's largest poverty reduction practice, profoundly reshaping the global poverty alleviation landscape. In addressing climate change, by the end of August 2025, China's installed capacity of wind and solar power had exceeded 1.69 billion kilowatts, accounting for approximately 80% of new power capacity additions since 2020. China has also achieved the world's fastest and largest deployment of new energy vehicles. These measures have strongly propelled the global energy transition. On the other hand, China's successful domestic governance can offer valuable experience for other countries, such as its scientific handling of the dialectical relationship between development and security, its people-centered approach in domestic governance, and its efforts to avoid wealth disparity. Furthermore, China's achievements in certain key areas have laid the material foundation and created conditions for participating in and leading relevant governance initiatives. For example, China has actively engaged in global public health governance. As of May 2025, it had established cooperative partnerships with 48 hospitals in 43 countries, training over 80,000 medical professionals for African countries. In ensuring food security, China's hybrid rice has been successfully cultivated in Madagascar and other African countries, making significant contributions to local agricultural development.

While progress has been made, China still needs to continue improving in areas such as economic development, addressing urban-rural disparities, balancing educational and healthcare resources, alleviating demographic pressures, and enhancing grassroots governance capabilities. Effectively managing these issues will lay the material and experiential foundation for better participating in and leading global governance in the future. Looking ahead, advancing the economic and political progress of developing countries should continue to be an important objective in promoting global governance.

Five Pathways to Implement the Global Governance Initiative

1. The Discourse Pathway

The discourse pathway emphasizes highlighting the discourses and narratives of global governance. In the digital and AI era, the production and dissemination of information have undergone great transformation, making discourse a crucial and foundational pathway for shaping and changing perceptions. Future efforts should focus on three directions:

First, enhance the visibility of the 'global governance' theme on the international agenda and in global discourse. It is essential to sustain 'global governance' as a dominant discourse in internation-

al politics and ensure its status as a core discourse on the international agenda. It is imperative to highlight global governance issues in major multilateral forums, influential media outlets, and social platforms, addressing governance challenges, discussing governance solutions, and promoting governance achievements. These efforts will enrich and amplify the global governance discourse, reinforcing its prominence on the international agenda.

Second, renew the global governance narrative. A review of global governance practices reveals that the global governance system established after World War II is increasingly out of step with current realities. Global governance urgently needs renewed narratives that systematically addresses core elements including governance objects, agents, foundations, and platforms. Based on existing narratives, the global governance discourse should be updated and enriched to reflect the concepts, connotations, and frameworks of the Global Governance Initiative.

Third, strengthen international communication. China's four major global initiatives are focused, substantive, and goal-oriented. China has accumulated rich practical experience in implementing these initiatives. China must enhance its proactive discourse, tell China's global governance story well, and build broader governance consensus at the global level.

2. The Conceptual Pathway

The conceptual pathway emphasizes conveying Chinese concepts and transforming them into global consensus. Faced with the collision of various trends of thought and value confusion, China has proposed the vision of building a community with a shared future for humanity and champion the common values of humanity of peace, development, fairness, justice, democracy, and freedom. These concepts inherit the philosophical thoughts, humanistic spirit, moral principles, and governance wisdom embedded in China's fine traditional culture. They embody China's rich political thinking and value pursuits, and also represent the important intellectual public goods that China offers to the world. In the future, it is necessary to further disseminate these concepts themselves, along with their logical connections and relevance to the needs of the times. For example, the common values of humanity better reflect the universal human value aspirations compared to the 'democracy' and 'freedom' one-sidedly emphasized by the West. On this basis, China should elucidate its efforts to translate these concepts into practice and their impact on the world, enabling a better understanding, recognition, and support from the international community, thereby elevating China's concepts into global consensus and further translating them into concrete policies and actions that advance global governance.

3. The Institutional Pathway

The institutional pathway emphasizes enhancing institutional development, improving governance frameworks, and establishing global governance platforms. Enhancing institutional development does not mean overturning existing governance systems but rather reforming, improving, supplementing, and updating them. This reflects a mindset of complementarity rather than confrontation. Future institutional development can be strengthened in three areas:

First, reform and improve existing international institutional arrangements to enhance the institutional voice of developing countries. Institutional reforms can facilitate agreements between traditional powers and emerging major countries, fostering positive development of global governance. Some scholars suggest that the rebalancing of governance structures can achieve its inclusive expansion through quota adjustments, procedural reforms, and normative reshaping.

Second, establish new institutions and mechanisms and build supplementary platforms in a timely manner. China has accumulated significant experience in developing new institutions and mechanisms. For example, since the Belt and Road Initiative was proposed over a decade ago, it has become an important platform for China to promote connectivity, share development opportunities, flexibly advance practical cooperation, and address the global development deficits. It has effectively propelled a new wave of globalization and global development governance while enriching international cooperation theory. The establishment of the International Mediation Academy also exemplifies China's institutional achievements in innovating crisis resolution approaches.

Third, strengthen institutional development at the regional and sub-regional levels and in specific issue areas. Given the growing difficulty in achieving global consensus and unified action, it is necessary to appropriately adjust the scope and expectations of institutions, increase flexibility and informal arrangements as appropriate, and reduce the difficulty of implementation and enforcement. Efforts can be shifted more toward regional and issue-specific domains. For instance, the Lancang-Mekong Cooperation, though involving only six countries, has yielded substantial practical outcomes since its formal launch in 2016. These include deepening good-neighborliness and practical cooperation, promoting shared economic and social development, and building a community with a shared future among Lancang-Mekong countries. Practice demonstrates that governance cooperation centered on specific issues allows countries to relatively easily establish cooperative frameworks and advance practical cooperation based on common interests and demands. This is also an effective measure for promoting

flexible governance.

4. The Action Pathway

The action pathway emphasizes ensuring timely and effective governance actions. Addressing the shortcomings in the implementation and effectiveness of global governance, the implementation of the Global Governance Initiative requires the swift translating of concepts and proposals into concrete governance actions to yield tangible results.

First, accelerate the implementation of various goals, agreements, and arrangements. The international community has reached numerous consensus agreements in different domains, crystallized into specific goals, compacts, conventions, agreements, and arrangements, such as the UN Pact for the Future, the 2030 Agenda for Sustainable Development, the UN Framework Convention on Climate Change, and the Kunming-Montreal Global Biodiversity Framework. These serve as the basis and foundation for advancing governance in respective fields, requiring intensified global implementation efforts to generate governance outcomes as soon as possible.

Second, increase financial support. Global governance faces a significant funding gap, and this financial constraint directly impacts its capacity to fulfill responsibilities in areas such as human rights protection and sustainable development. Developing countries require large-scale investments in infrastructure, food security, climate change, health, education, and other sectors to achieve the United Nations Sustainable Development Goals, yet development financing remains fraught with difficulties. The failure of developed countries to fulfill climate finance commitments is a fundamental cause of climate governance financing bottlenecks. Advancing global governance requires increased financial contributions from all countries and major financial institutions.

Third, expand project-based support. Global governance can be implemented through concrete projects. A project-based approach can break down complex global governance problems into specific projects, clarify responsibilities and timelines, and concentrate resources to address certain issues, thereby improving governance efficiency. For instance, supported by the Global Development and South-South Cooperation Fund, China collaborated with the United Nations to implement the 'Enhancing Sustainable Soil Management Capacity' project in Uganda, improving local farmers' soil management skills. The China-Brazil joint project on restoring degraded soil in the Amazon region focused on soil rehabilitation and sustainable agricultural development, both achieving significant results. To further support the progress of the global women's cause, at the 2025 Global Women's Summit, China announced the funding of 1000 'small and beautiful' livelihood projects, with women and girls as priori-

ty beneficiaries. In the future, more such projects should be incubated to benefit ordinary people, embodying the people-centered value orientation.

Fourth, focus on capacity building. In conducting foreign aid, China has consistently emphasized that 'it is better to teach a man to fish than to give him a fish', prioritizing capacity building. For instance, in addressing climate change, China provides developing countries with efficient wind and solar power equipment through Belt and Road green energy cooperation projects. By November 2024, China had signed 54 climate cooperation memorandums with 42 developing countries, helping them enhance their independent emission reduction capabilities. Such efforts can continue to serve as a key driver for implementing global governance initiatives in the future.

5. The Knowledge Pathway:

The knowledge pathway emphasizes deepening global governance research, summarizing global governance experiences, and developing the discourse systems, theoretical systems, and knowledge systems of global governance. This entails enhancing both knowledge production and dissemination. The influence of a major world power is reflected not only in political, economic, and military spheres but also in the dissemination of ideas and the contribution to knowledge. Global governance will remain a long and arduous task for humanity, and its knowledge and theoretical systems need constant updating and improvement.

First, strengthen specialized governance research, cultivate professional talent, and enhance expertise. Expert knowledge and professionals serve as the critical bridge between concepts and actionable plans. Professional knowledge and skills in specialized fields can directly impact the depth of participation in governance and the effectiveness of problem-solving. Knowledge and technology underpin much of the work of international organizations, and specialized knowledge and technical expertise rely on expert authority. Therefore, deepening research across diverse domains, elevating professional capabilities, and producing professional knowledge are indispensable conditions for advancing global governance and enhancing its discourse influence.

Second, timely summarize global governance practices to enrich the discourse systems, theoretical systems, and knowledge systems. For a long time, global governance has primarily been based on Western theories, Western knowledge, and Western experiences, with the concepts and ideas of the vast majority of developing countries not being adequately reflected. Due to differences in traditional concepts, thinking, and behavior, countries around the world have different philosophies and methods for addressing issues. For example, in its governance process, China emphasiz-

es systematic, holistic, and coordinated approaches, stresses addressing both symptoms and root causes with comprehensive measures, values common and equal governance, interconnected governance, process governance, and developmental governance, and emphasizes gradual progress and long-term commitment. Specifically, at the domestic level, China consistently prioritizes development, integrating remote regions through infrastructure improvements and leveraging developmental governance to drive progress in other areas. At the international level, through the implementation of initiatives such as the Belt and Road Initiative, China strengthens connectivity to help countries solve development challenges. These concepts and practices can be further summarized to enrich the knowledge systems, theoretical systems, and discourse systems of global governance. In recent years, while the material strength of the Global South has been growing, their cultural and civilizational self-awareness has also been increasing. Summarizing the governance concepts and practices of different countries and institutions will develop theoretical systems and knowledge systems of global governance, more comprehensively reflecting the governance wisdom of humanity.

The Contemporary Value and Global Significance of the Global Governance Initiative

Lu Jing

The author is Professor at the Institute of International Relations, China Foreign Affairs University

The Global Governance Initiative (GGI) represents China's solemn response to the subject of our times, namely what kind of global governance system to build and how to reform and improve global governance. It also offers a Chinese solution to the profound challenges confronting global governance today.

At present, global governance faces severe challenges. First, the crisis of value consensus in global governance has intensified. Value consensus constitutes the premise and foundation of global governance. It is the basis for pooling efforts and promoting coordination and cooperation. For a long time, the Western-dominated global governance system has upheld liberalism values, pursued the maximization of self-interests, and followed the logic of power politics, attempting to construct a homogenized world through the "universalization" of Western civilization. The essential feature of this system is its capital-centered orientation, reflecting the profit-seeking nature of capital and its inherent drive for expansion. However, since the beginning of the 21st century, profound changes have taken place in the international balance of power. Cultural diversity has continued to advance worldwide, and exchanges and mutual learning among civilizations have become increasingly extensive. As liberalism values upheld by the West fail to reflect or accommodate the diverse demands of non-Western countries, they have come under great challenges. Represented by China, developing countries advocate a people-centered value orientation, calling for mutual respect, common development, and win-win cooperation among countries with different social systems, ideologies, historical and cultural traditions, and levels of development. They seek to share interests, rights and responsibilities in global governance, and to promote the building of a community with a shared future for humanity. As a result, global governance now faces an increasingly acute internal tension between Western dominance and non-Western demands, as well as a divide between capital-centered and people-centered value orientations. Against this backdrop, the crisis of value consensus in global governance has continued to deepen.

Second, the institutional effectiveness of global governance has weakened. After the end of World War II, the international community established a multilateral cooperation system centered on the United Nations, which made important contributions to the advancement of human progress. In recent years, however, amid profound adjustments in the international balance of power, the United States and other Western countries have viewed the rise of emerging market economies and developing countries as serious threats to their own security and development. They have come to believe that certain multilateral institutions increasingly disadvantage themselves while benefiting emerging economies. As a result, they have resorted to unilateralist and protectionist measures such as decoupling, disrupting supply chains, and withdrawing from agreements and organizations, posing severe challenges to the UN-centered multilateral system.

In the field of trade, the Appellate Body of the World Trade Organization's (WTOAB) dispute settlement mechanism has remained paralyzed for a long time due to obstruction by the United States. Owing to divergences over key issues, the multilateral negotiating function of the WTO has continued to weaken. Meanwhile, a large number of regional trade agreements have proliferated. While some open regional agreements have effectively complemented the WTO-centered multilateral trading system and played a positive role in promoting trade liberalization, they have also accelerated the marginalization of the WTO. In the financial sphere, major multilateral institutions such as the International Monetary Fund (IMF), the World Bank, and the Society for Worldwide Interbank Financial Telecommunication (SWIFT) face challenges to their legitimacy and effectiveness due to insufficient representativeness. In the political and security domain, the protracted Ukraine crisis and the far-reaching impact of the new round of the Palestine-Israel conflict have exposed clear limitations in the effectiveness of the U.N. collective security mechanism. The U.N. Security Council confronts a crisis of legitimacy and credibility. In addition, a series of global challenges, including climate change, cybersecurity, and public health, have become increasingly prominent, which further highlights the weakening effectiveness of existing multilateral institutions.

Third, competition over leadership in global governance rule-making has intensified. International rules often reflect the interests and concerns of their designers. As the economic strength of Global South countries continues to grow, their willingness and capacity to participate in international rule-making have steadily increased. They urgently seek a voice commensurate with their economic contributions. Traditional major powers, however, are unlikely to

relinquish their established institutional power easily. This leads to intensified competition over leadership in global governance rule-making. The IMF provides a clear example: its governance structure has long preserved arrangements under which Europeans monopolize the position of managing director, while the United States, by virtue of holding more than 15 percent of the voting power, retains veto authority over major decisions. This seriously deviates from the reality of today's global power distribution. Represented by the BRICS countries, the Global South has strongly called for reform of the IMF's quotas and voting rights. In July 2025, BRICS finance ministers issued a joint statement calling for reform of IMF quotas and voting rights and for an end to U.S. and European monopolization. Moreover, in emerging areas such as digital trade, artificial intelligence (AI), and cross-border data flows, competition between traditional powers and emerging market economies over leadership in rule-making has become particularly intense. As a result, coordination and cooperation among major powers have been severely constrained, and the capacity of the global governance system to respond to global challenges has been correspondingly weakened.

Although the U.N.-centered global governance system faces the most severe challenges in its history, it must also be recognized that important historical opportunities have emerged for reforming and improving global governance. This is an era fraught with challenges, but also one filled with hope. At this critical juncture of adjustment and transformation in global governance, the GGI carries significant contemporary value and global significance.

As the world is living through accelerating changes unseen in a century, the GGI responds to the fundamental question of where human society is headed. "Today's world is experiencing profound changes unseen in a century. These changes are not limited to a single moment, issue, country, or region, but represent a deep and sweeping transformation of the times." As this transformation accelerates, unilateralism and Cold War mentality have resurfaced, geopolitical conflicts have become more frequent, and strategic competition among major powers has intensified. The international rules-based order that has evolved over more than 80 years has come under severe strain, and the international system has been repeatedly undermined. At the same time, a series of global challenges, including economic and financial crises, climate change, and risks associated with AI, are intertwined and mutually reinforcing. Global security challenges are increasingly complex and severe, and progress on the global development agenda has grown ever more difficult. Once again, the world stands at a historical crossroads: where should human society go? Should countries adhere to

cooperation and integration, or move toward division and confrontation? Should they work together to safeguard peace and stability, or slide into the abyss of a "new Cold War"? Should they pursue prosperity through openness and inclusiveness, or fall into stagnation through coercion and bullying? Should they enhance mutual trust through exchange and mutual learning, or allow arrogance and prejudice to obscure reason? Questions themselves constitute the most direct call of the times. In response to these questions, the GGI upholds a people-centered value orientation, takes the common interests of humanity as its point of departure, advocates unity over division and cooperation over confrontation, and provides clear direction for the development of human society.

The GGI aligns with the prevailing trends of peace, development, cooperation, and win-win outcomes, and resonates with the shared aspirations of peoples around the world. Today, humanity is undergoing a period of profound development, transformation, and adjustment. On the one hand, world multi-polarization and economic globalization continue to deepen, social informatization and cultural diversity are advancing steadily, and a new round of scientific and technological revolution and industrial transformation is taking shape. Countries are increasingly interconnected and interdependent, sharing a common destiny. In particular, with the collective rise of the Global South, the growth of support for peace has far outpaced the increase in factors of war, making the trend toward peace, development, cooperation, and win-win outcomes even more compelling. "History tells us that the more difficult the times, the more we must uphold the original aspiration of peaceful coexistence, strengthen confidence in win-win cooperation, and move forward in line with historical progress and the tide of the times." In the context of global disorder and countercurrents, peoples across the world have an even stronger desire for peace and development, a louder call for fairness and justice, and a firmer commitment to cooperation and mutual benefit. As President Xi Jinping has profoundly noted, peace and development are our common cause, fairness and justice our shared ideal, and democracy and freedom our collective pursuit. The GGI thus accords with the international community's aspiration for peace, development, and cooperation, and reflects the shared expectations of peoples worldwide.

The GGI transcends Western-centric governance paradigms and provides fundamental guidance for building a more just and reasonable global governance system. The basic architecture of the current global governance system took shape after World War II and reflects the will and interests of Western powers such as the United States. Its core value orientation is Western liberalism, through

which Western countries have sought to influence, and even control developing countries by dominating the formulation and interpretation of international rules, thereby maximizing their own interests. At the same time, the establishment of the U.N. marked the beginning of a new chapter of international cooperation, in which countries joined forces to address common challenges and pursue peace and development. Over the past 80 years, the U.N. has played an indispensable role in maintaining world peace and promoting common development, and remains irreplaceable in global governance. It is precisely because an international system centered on the U.N. and an international order based on international law were established that humanity has achieved overall peace and experienced unprecedented development and prosperity. Since the beginning of the 21st century, however, profound changes in the international balance of power have led to crises of representation and legitimacy in the Western-dominated global governance system. Some major powers have attempted to preserve their advantages through coercion and bullying, becoming a root cause of global instability. The GGI upholds the principle of sovereign equality, calling for enhancing the representation and voice of developing countries in global governance. It firmly supports multilateralism with the U.N. at its core, safeguards the U.N.'s authority and status, and advocates building a more efficient and action-oriented U.N. through improving quality and effectiveness. It also emphasizes strengthening global governance in emerging areas such as AI, cyberspace, the polar regions, and outer space, responding to the legitimate demands and aspirations of developing countries and promoting the construction of a more just and reasonable global governance system.

The GGI demonstrates China's sense of responsibility as a major country in the new era and injects fresh impetus into efforts to build a community with a shared future for humanity. China has consistently maintained that "major countries should act in a manner befitting their status, provide more global public goods, assume the responsibilities of major countries, and demonstrate corresponding commitment." The GGI constitutes another important global public good that China offers to the world, representing a Chinese approach to addressing profound global changes and resolving pressing challenges. China is not only the initiator of the GGI, but also its active practitioner. To promote global development, China actively advances universally beneficial, inclusive economic globalization and remains firmly committed to building an open world economy. China works with the international community to pursue high-quality Belt and Road cooperation, creating a highly inclusive platform for international cooperation with participation from more than 150

countries. It has promoted the establishment of new multilateral financing mechanisms such as the Silk Road Fund, the New Development Bank (NDB), and the Asian Infrastructure Investment Bank (AIIB), called for the early establishment of a Shanghai Cooperation Organization (SCO) Development Bank, and actively built open cooperation platforms that are widely welcomed. China continues to promote trade and investment liberalization and facilitation. Against the headwinds of trade protectionism, China's total trade in services reached a record high in 2024, ranking second globally. In September 2025, at the High-level Meeting on the Global Development Initiative (GDI), China announced that it "China will not seek new special and differential treatment in current and future negotiations at the WTO." This is an important step taken by China to uphold and strengthen the multilateral trading system and represents a major contribution to advancing the liberalization and facilitation of global trade and investment. To safeguard world peace and security, China actively promotes an equal and orderly multipolar world and advances the democratization of international relations. It firmly upholds the basic norms governing international relations based on the purposes and principles of the U.N. Charter and safeguards the international rule of law. China remains committed to resolving disputes through dialogue and differences through consultation, actively mediates international and regional hotspot issues, and promotes political solutions. China has also joined with more than 30 countries to establish the International Organization for Mediation (IOMed), advancing innovation in international rule of law.

China's efforts to reform and improve global governance are not aimed at overturning the existing international order, nor at building a parallel system outside the current international framework. Rather, China seeks to enhance the execution capacity and effectiveness of the international system and multilateral mechanisms with the United Nations at their core, so that they better reflect changes in the international landscape, respond more promptly and effectively to global challenges, better serve the interests of all countries, particularly developing countries, and advance the building of a more just and equitable global governance system. Together with the GDI, the Global Security Initiative (GSI), and the Global Civilization Initiative (GCI), the GGI forms an organically integrated and mutually reinforcing whole, providing a comprehensive and systematic Chinese approach to addressing the deficits in peace, development, security, and governance facing the world, and contributing to the joint building of a community with a shared future for humanity.

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The Global Governance Initiative Contributes Chinese Wisdom to Clearing the World's Fog

Fu Xiaoqiang

The author is President of the China Institutes of Contemporary International Relations

In this pivotal year marking the 80th anniversary of the victory of the World Anti-Fascist War and the founding of the United Nations, President Xi Jinping, grounded in the historical juncture of changes unseen in a century, has responded to the international community's widespread demand for fairness and justice. Focusing on the major question of "what kind of global governance system to build and how to reform and improve global governance," he solemnly proposed the Global Governance Initiative (GGI). Following the Global Development Initiative (GDI), the Global Security Initiative (GSI), and the Global Civilization Initiative (GCI), this represents yet another important public good provided by China to the international community in the new era. It points the way forward for addressing the global governance deficit and advancing a more just and equitable global governance system, thereby contributing Chinese wisdom to clearing the world's fog.

The GGI has emerged in response to the challenges of the times. History always moves forward through answers to the questions of the era. At present, Cold War mentality, hegemonism, and zero-sum games continue to linger, while deficits in peace, development, security, and governance are growing rather than diminishing. Global governance now stands at a critical juncture where it must forge ahead or risk falling back. President Xi's proposal of the GGI at this moment is based on a profound insight into and precise diagnosis of current global predicaments. It meets the urgent needs of today's world and accords with the shared aspirations of people across countries, making it both timely and necessary.

The GGI is aimed at addressing historical injustices. As the profound changes unseen in a century continue to accelerate, the international balance of power is undergoing historic transformation. A defining feature of this shift is the collective rise of the Global South, composed of emerging market economies and developing countries. Global South countries account for more than two-thirds of the world's total number of countries and population, and contribute 80 percent of global economic growth. They have become a key force in safeguarding international peace, promoting global develop-

ment, and improving global governance. However, under existing international mechanisms, Global South countries remain significantly underrepresented in terms of representation, voice, and influence within the global governance system, resulting in clear historical injustices. Looking ahead, if the world is to truly achieve stability and prosperity, the Global South will not only be indispensable but must also play a greater role in global governance. The GGI seeks to break the unreasonable pattern in which a small number of countries dominate global governance, enhance the representation and voice of developing countries in international affairs, advance the democratization of international relations, and realize extensive consultation, joint contribution, and shared benefits in global governance.

The GGI is aimed at upholding the postwar international order. After World War II, humanity, through deep reflection on the painful lessons of two world wars, formed global governance concepts and practices including an international system with the U.N. at its core, an international order based on international law, and basic norms governing international relations grounded in the purposes and principles of the U.N. Charter. Over the past 80 years, the world has maintained overall peace, and these global governance practices have made historic contributions to promoting world peace and development and advancing human civilization. In recent years, however, certain countries, in an attempt to prolong their own hegemony, have forcibly promoted "major-country competition" on the international stage, pursued unilateralism, protectionism, and power politics, engaged in hegemonic, domineering, and bullying behavior, and wantonly undermined the authority of the U.N. Humanity is once again confronted with a choice between peace or war, dialogue or confrontation, and win-win cooperation or zero-sum rivalry. President Xi has profoundly pointed out that "the various confrontations and injustices occurring in today's world are not because the purposes and principles of the U.N. Charter are outdated, but precisely because these purposes and principles have not been effectively implemented." The proposal of the GGI is intended to firmly uphold the status and authority of the U.N., resolutely safeguard the purposes and principles of the U.N. Charter, uphold the authority of international law, and steadfastly stand on the right side of history and on the side of human civilizational progress.

The GGI is aimed at improving the global governance system. At present, the global governance system has become increasingly unable to fully adapt to evolving realities. The problems of "supply-demand imbalance" grow more pronounced. Improving global governance has thus become a shared issue confronting all countries. Yet some

countries pursue a selective approach of "using it when it suits them and discarding it when it does not," disregard the legitimate demands and just voices of developing countries, and attempt to completely abandon the existing global governance system. China's GGI is neither about starting from scratch nor setting up a new framework altogether; rather, it seeks innovation and improvement, with the goal of steering the global governance system toward greater fairness and justice so as to better benefit all humanity. Addressing three major shortcomings in existing international mechanisms and the global governance system, namely the severe underrepresentation of the Global South, the erosion of authoritativeness, and the urgent need to enhance effectiveness, the GGI creatively integrates core concepts of "staying committed to five aspects": sovereign equality as the foremost premise, international rule of law as the fundamental safeguard, multilateralism as the basic pathway, the people-centered approach as the underpinning value, and real results as an important principle. These principles provide concrete conceptual guidance and detailed practical pathways for breaking the "Western-centrism" in which a small number of countries occupy a dominant position, and for building a global governance mechanism that includes all countries and regions, with the peoples of all nations as the fundamental participants and beneficiaries.

The GGI charts a new blueprint for global governance. From a historical perspective, every major transformation of the global governance system has relied on the participation and impetus of emerging forces. The GGI presents a promising vision of global governance that differs from traditional approaches dominated by Western countries. It marks China's shift from a participant in global governance reform to a leader in shaping that reform, reflecting China's profound understanding of the historical orientation of global governance and its far-reaching reflection on the future and destiny of humanity.

The GGI contributes Chinese wisdom to enhancing the representation and voice of developing countries. It places strong emphasis on the interests and demands of developing countries and is committed to increasing their representation and voice in global governance. This demonstrates China's firm commitment to remaining a sincere friend and reliable partner of developing countries. Proposed by President Xi Jinping, the GGI is deeply rooted in the vast and profound Chinese civilization. With the spirit of "harmony without uniformity," it transcends the domineering self-assertion of Western "exclusivism." It integrates the traditional concept of "tianxia" (all under heaven) with the contemporary principles of extensive consultation, joint contribution, and shared benefits in global governance. In addi-

tion, by pursuing the vision of a community with a shared future for humanity, it goes beyond the narrow self-interest embedded in Western "binary opposition." The GGI also coordinates multiple sets of relationships, including development and security, self-interest and common interest, fairness and justice, rules and order. Through a pragmatic and balanced approach of overall coordination, it transcends the blind self-centeredness of Western "one-power dominance." With new concepts and approaches, the GGI provides direction and guiding principles for reforming and improving the global governance system, showcasing China's wisdom and responsibility as a major country.

The GGI opens new practical pathways for addressing increasingly prominent global challenges. At present, amid a complex and turbulent international environment, particularly under the harmful impact of power politics and bullying, multilateral mechanisms and multilateralism have come under severe strain. At the same time, a new round of scientific and technological revolution is unfolding rapidly. Governance gaps have become more pronounced in emerging domains such as the deep sea, polar regions, outer space, cyberspace, and artificial intelligence, further exacerbating the global governance deficit. Addressing both long-standing problems and emerging challenges in global governance urgently requires a new paradigm that transcends zero-sum thinking while balancing fairness and efficiency. The GGI does not represent a wholesale rejection of the past, nor does it seek to start from scratch or build an entirely new system. Rather, it follows an approach of "identifying problems and solving problems," upgrading the global governance system through reform and improvement on the basis of preserving the existing international system and governance mechanisms. The "Five Upholds" core principles together constitute a feasible pathway for global governance that can provide intellectual guidance, resonate emotionally, and be implemented in practice. They enhance humanity's confidence and capacity to overcome complex challenges.

The GGI injects a ray of hope into making global governance more equitable and accessible. President Xi Jinping has repeatedly emphasized that "global prosperity and stability cannot be built on a foundation where the poor become poorer and the rich richer. Every country wants a better life, and modernization is not the privilege of any single country," and that "only when all peoples live better lives can prosperity be sustainable, security assured, and human rights guaranteed." At its core, global governance is about turning people's aspirations for a better life into reality and jointly building a world in which everyone enjoys prosperity, health, and security. By creatively proposing to uphold a people-centered approach as a key value orientation, the

GGI seeks to ensure that people of all countries can participate jointly in global governance and share its outcomes, truly making the peoples of all nations the masters of the planet. Through reforming and improving global governance, the GGI aims to bring greater gains, a stronger sense of security, and deeper well-being to people around the world by promoting common development, responding more effectively to shared challenges, and better advancing the common interests of different countries and groups.

The GGI provides strong momentum for building a community with a shared future for humanity. From high-quality Belt and Road cooperation, to the GDI, the GSI, the GCI, and now the GGI, China has continuously worked to put into practice the vision of building a community with a shared future for humanity. Through more than a decade of sustained efforts in laying foundations and making steady progress, related concepts and initiatives have gradually moved from vision to fruition. The first three initiatives have offered Chinese solutions for world peace and stability by promoting international development cooperation, resolving international disputes through dialogue, and advancing exchanges and mutual learning among civilizations. They have received support from over 100 countries and international organizations and have been incorporated into an increasing number of bilateral and multilateral documents involving China and other parties. As the fourth major initiative proposed by China, the GGI is aligned with and interconnected with the previous three. Against the backdrop of accelerating global changes unseen in a century, regional turbulence, sluggish global economic recovery, and a growing governance deficit, it once again provides the world with an important public good. While each of the four global initiatives has its own focus, they are mutually reinforcing and complementary. Together, they grasp and respond to the trend of the times, consistently stand on the right side of history and on the side of human civilizational progress, and jointly provide strategic guidance and practical pathways for building a community with a shared future for humanity.

"A just cause should be pursued for common good." The GGI is a valuable public good that China offers to the world and a vivid embodiment of Chinese wisdom and Chinese solutions in the field of global governance. Standing at a new historical juncture, China will actively implement the GGI and work with all countries to advance the reform and improvement of the global governance system, jointly creating a better future for humanity.

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