
A New Model of Global Partnerships for the Future



"From Challenges to Opportunities to Solutions"



GLOBAL RESILIENCE
THE CONSORTIUM

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A NEW MODEL OF GLOBAL PARTNERSHIPS FOR THE FUTURE

Global resilience requires both top-down and bottom-up approaches to sustainable development. The mission of the Global Challenges Forum Foundation is to seize the moment for new thinking, create action models to chart the pathway ahead, address emerging 21st-century global challenges, and cultivate a new global resilience culture. In support, the **global resilience enterprise** will position the private and social sector, non-profits, governments, and international organizations into a "connected testbed" to empower youth activism for next-generation leadership through creative thinking, new technologies, integrated learning, and innovative partnerships.

Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Global resilience should be the end state of the United Nations Sustainable Development Goals (SDGs) beyond 2030. And getting there will combine the energies of top-down partnerships of the United Nations and member states with bottom-up partnership initiatives worldwide at society's city, community, financial impact investor, and youth activist levels.

Two interlinked Swiss organizations chartered in the Canton of Geneva address the top-down and bottom-up approaches. The Swiss Foundation, *Global Challenges Forum*, is focused on the top-down approach, working with major institutional players, such as United Nations Agencies, Member States, International Foundations, Universities and Think Tanks, and Global Corporations. It is a Forum of Forums, carrying out its work through three sub-forums to host focused challenge workshops: the "Global Strategic Forum," the "Integrated Learning Forum," and the "Sustainable Development Forum." There are two formats for holding major conferences: "Global Knowledge Networking Symposiums" and "Global Partnership Summits." Branch offices in Jordan and India have been established, and the Foundation aspires to add more.

The *Global Resilience Consortium* is a newly established Swiss Association and the partner organization to the Foundation. It manages the bottom-up approach in a new global partnership model for the future, cultivating a new global resilience culture beyond 2030. In our increasingly fractured world, a **global resilience culture** can be defined as the self-affirmation that local participants have a mutual obligation to co-

evolve in collective action collaboration among many communities and nations. It will emerge through design thinking to enable next-generation leaders to foster the trust and connectedness necessary to create a sustainable world.

"Building global resilience" is a futuristic approach fostering social impact through enhanced performance legitimacy. It involves creating a common measurement platform with appropriate methodologies to define measures of success and allocate capital efficiently. In such a partnership approach, Action Learning is guided by a data-driven evaluation of potential return to nurture investment-ready opportunities for community and city-level sustainable development. This argues for youth-empowered, web-based knowledge-sharing through bottom-up endeavors to complement the top-down approaches of the United Nations, member states, and other international organizations.

In support, the *Global Resilience Consortium* embraces 12 Pledges to promote a new model of global partnership for resilience (see appendix). *It emphasizes that the ideals and values born from a sense of **mutual obligation** to one's fellow man should enable **tolerance** as its ennobling element.*

THE GLOBAL CHALLENGES FORUM FOUNDATION

The call for a new approach to global partnerships was present from the launch of the Global Challenges Forum. On 16 November 2010, the Chinese Permanent Representative to the United Nations in Geneva, Ambassador He Yafei, gave the inaugural keynote address at the Chateau de Coppet on the shores of Lake Geneva. It so happens that 16 November is the United Nations designated International Day for Tolerance. This value will be of great importance in building global resilience in the decades ahead.

In his speech on global partnerships launching the Global Challenges Forum (GCF), Ambassador He described how the line between national and international issues had become blurred, requiring a new approach to international security as we entered the new millennium. "Global challenges need global solutions," declared Ambassador He, "no country can handle these challenges single-handedly, no matter how powerful that country is." It was time, Ambassador He concluded, for "*a new global partnership ... We are all in this together.... We are interdependent for the security of all others. So, we need new thinking: new concepts, mechanisms, and means to achieve this concept.*"

Ambassador He's call for new thinking, concepts, mechanisms, and means was launched five years later in Geneva, Switzerland, on 16 and 17 September 2015, when the GCF Foundation and the United Nations Institute for Training and Research (UNITAR) teamed together with a distinguished and diverse group of experts from around the world. Their mission was to guide the way ahead in a conference entitled "*Toward a Smart Century: Global Partnerships for Innovative Learning and Leader Development.*" Participants concluded that cultivating a global resilience culture could be essential in empowering future leaders, their organizations, and institutions to address global challenges through integrated approaches that make knowledge manageable and actionable.

At the same time, in 2015, the United Nations carried on the work of the expiring Millennium Development Goals (MDGs) with a new round of Sustainable Development Goals (SDGs) to 2030. The 17 SDGs were an expanded, more dynamic, and integrated set of goals than the preceding MDGs. A central feature of the Goals was strengthening the global partnership for development, initiated under Goal 8 of the MDGs, to carry forward partnership as the final (17th) SDG in the post-2015 United Nations development agenda. It was universal in scope, encompassing the critical dimensions of human security.

On 3 October 2018, the GCF Foundation, together with the United Nations Institute for Training and Research (UNITAR), co-convened in New Delhi the "*Global Resilience Conference on Integrated Learning and Leader Development.*" The conference culminated in the ***Delhi Proclamation*** issuing a call to an innovative action to raise worldwide "***One Million Youth Leaders for Sustainable Development beyond 2030***" (***1M2030***) with an implementation target within one year and before the 150th anniversary of Mahatma Gandhi's birth, 2 October 2019.

The Global Challenges Forum and the United Nations Institute for Training and Research (UNITAR) successfully held the 1M2030 event on 27 September 2019 at Geneva's United Nations European Headquarters, the historic *Palais des Nations*. It featured international experts and inspiring young leaders worldwide, a new generation of talented youth fostering and implementing the 17 UN SDGs. Young leaders from around the world demonstrated how they were developing creative social-entrepreneurial projects impacting their communities. Embracing the *Delhi Proclamation*, it was the first instantiation of the *global resilience model*. All the other

elements will be welcomed by the Consortium and build upon this 1M2030 pilot endeavor.

The following year on 16 November 2020, the GCF Founders issued a *Global Partnership Declaration* on the 10th Anniversary of Ambassador He Yafei's historic speech launching the Global Challenges Forum. It called for a sustained one-year effort through an online *Global Partnership Virtual Summit* to define and develop "Global Partnership Principles for the 21st Century." The result was the *Global Resilience Manifesto*. The principal conclusion was that the 17th SDG Partnership goal of the United Nations 2030 agenda would be best facilitated by cultivating a "global resilience culture." Essentially a global partnership focused on resilience could foster greater coherence across the United Nations system. The *Manifesto* called for establishing a *Global Resilience Consortium* as a separate organization to give attention to the bottom-up approach for a new model of global partnerships for the 21st Century.

In sum, the 17th SDG, **global partnerships**, will best be fulfilled by a worldwide resilience culture enabled by a program of youth empowerment combining bottom-up and top-down collaboration through impact financing for social value investments and must continue to grow and flourish well beyond 2030.

THE GLOBAL RESILIENCE CONSORTIUM

The Global Challenges Forum Foundation established on 16 March 2022 the *Global Resilience Consortium* to support this new bottom-up model of global partnerships. The Consortium will strengthen the integration and linkages among the 17 SDGs, their overlaps, and their mutually reinforcing efforts. It will empower the 17th goal, *Global Partnerships*, from the bottom up and prepare future leaders to champion sustainable development beyond 2030. This will require shared information platforms to cross boundaries and bureaucratic silos and identify areas accessible to direct public action, empowered by impact financing and social value investments, to facilitate a holistic approach and traverse silos of thinking.

The *Global Resilience Consortium* will operate decentralized through networks of composable organizations in a dynamically changing societal, political, and environmental context. Building a bottom-up global partnership starts with transparent community-based value. Actionable knowledge curated by change-oriented people leads

to places of empowerment, and the promise of future value comes through program alignment and measurable objectives while acknowledging risk. It will evolve, adapting to worldwide regions' and local communities' needs. Open innovation will enable cooperation between actors that might not otherwise collaborate because of distance. It opens the door to global partnerships that decrease geographical space's importance.

In response to the 21st Century's exciting opportunities and serious threats, a governance forum can help bring together innovative people and ideas. Those willing to share its ethic of participation may join its "**General Assembly**" to maximize the value of diversity and perspectives will draw inspiration from "open innovation" community approaches. Among them:

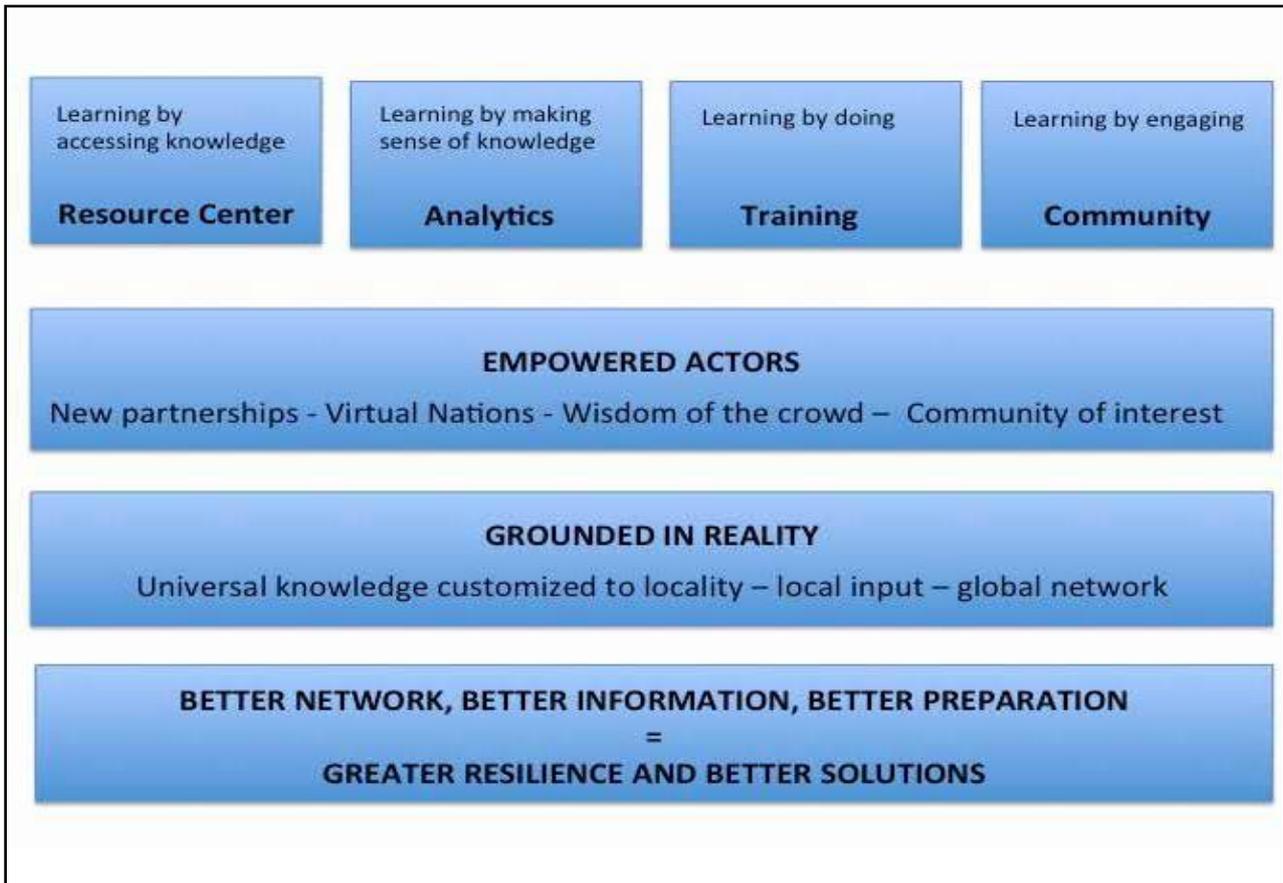
- Think tanks and research organizations are willing to sponsor conferences and events that mix traditional and emergent conference cultures and bring together institutional knowledge with the vigor of innovation. This branch of the Consortium is organized into the *Global Resilience Analysis* group,
- Financial institutions and investors who are working to build sustainable, decentralized, collaborative networks that push the boundaries of innovation, thereby promoting empowerment at the community level for sustainable development. This branch is organized into the *Global Resilience Finance* group.
- Universities and non-traditional educational groups willing to energize global partnerships and develop new tools, concrete approaches, and practical engagements available through social networks and initiatives. This branch is organized into the *Global Resilience Education* group.
- Publishing and media organizations dedicated to developing books, news articles, and supporting information materials are organized into the *Global Resilience Publishing* group.

The transformation of outlook becomes a defining purpose. The *Global Resilience Consortium*, in all of its distributed modalities, can help bring together emerging associations worldwide. It will manage its governance approach through the **General Assembly** in a decentralized manner through Blockchain with "smart contracts" helping to bind donors and members into bottom-up building blocks leading to global

sustainability.

Today's youth must be empowered to take greater advantage of emerging technology to promote unison of thought and effort amidst a cross-spectrum. Human networking and knowledge sharing, not just technological networks, will build trust between stakeholders and requires deep cultural understanding and appreciation. *Cultivating a global resilience culture will create a dedicated learning environment free from many current organizational and conceptual constraints, including centralized, hierarchical management structures. It will build activities around non-sovereign forms of wealth, enabled partly by venture philanthropy through crowd-sourcing methods and crypto-currency.*

*To be successful, we need a **Global Resilience University** to share knowledge of partner capabilities, promote skills in building rapport, negotiating, and influencing; and enhance positive attitudes toward unfamiliar approaches.* A Global Resilience University is needed to foster integrated learning approaches that overcome silos of education and create the basis for integrated action through novel forms of finance. The virtual university must be a multifaceted, multinational, multi-year, strategic and versatile digital hub. It must connect regional academic and operational *Global Resilience Consortium* partners with a platform of integrated services allowing participants to share knowledge and to collaborate, plan, and execute together. The transformational approach will help to address emerging, urgent, and compelling challenges, offering a vision in action, as in the following figure:



CONCLUSION

The main challenges to this new global partnership model would be funding and carefully selecting concerned people. Implementation will facilitate a modular process that enables feedback loops. Practical and positive change needs good ideas and one essential thing to prosper: **time**.

Actionable knowledge empowers users. It requires *creating* new phenomena at the edge that does not exist presently and financing Action Learning through investment-ready projects. Participants are aligned when they can see results and determine their actions' validity. Cultivating a global resilience culture will:

- Validate a new relational model of worldwide power and systemic change built upon a reinvention of knowledge logistics, thus reshaping the power

matrix.

- Concern norm building, knowledge curation, and political adaptation in a non-hierarchical global environment, territoriality holds little relevance.
- Provide evidence that a cooperative security and development network can be borderless without personal, organizational, or international boundaries.

A global resilience culture for the next generation of citizens can foster trust and connectedness to create a sustainable world for themselves and the future. *The mission of the Global Resilience Consortium is to cultivate next-generation leaders who can build a global resilience culture through civil society, and private sector collaborations called **global resilience partnerships** at local, national, and international levels.*

To this end, we invite them to: ***be love, have joy; have courage, be empowered!***

"Mutual Obligation Pledge in the New Model of Global Partnership"

Building global resilience through a digitalization approach, or "***Global Resilience Network***," can provide worldwide local responsiveness to transnational threats and risks. These include climate change, pandemics, international criminality, cyber-attacks and disinformation, refugee flows and mass migration, financial instability, and food and supply chain disruptions. There must be a strategy for global resilience to be the end state of sustainable development. The acceleration and diffusion of global risks necessitate a new theoretical approach to deeply understand these challenges and cultivate transformative opportunities.

The new approach must help humanity withstand natural and manufactured stresses while creating conditions that foster greater adaptability and innovation. It calls for new approaches to bottom-up empowerment of cities, communities, investors, and youth to develop new and practical self-organization and adaptive behavior strategies. *In support, the Global Resilience Consortium embraces 12 Pledges to support the development of a new model of global partnership for resilience:*

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- **Pledge #1.** There must be a global commitment in the spirit of the **United Nations Declaration of Principles on Tolerance**, which states: "Tolerance is respect, acceptance, and appreciation of the rich diversity of our world's cultures, our forms of expression and ways of being human. ... Tolerance, the virtue that makes peace possible, contributes to the replacement of the culture of war by a culture of peace."
 - **Pledge #2.** The United Nations 2030 Sustainable Development Goals (SDGs) agenda offers a pathway toward a more resilient planet. The final sustainable development goal, **global partnerships**, will be best achieved through a worldwide resilience culture, starting with youth through bottom-up and top-down partnership approaches.
 - **Pledge #3.** Global resilience culture can only come about through civil society and private sector collaborations, to be called **global resilience partners** at local, national, and international levels. It must join blended financial approaches made possible through impact financing at the grassroots through social value investments, public-private partnerships, and philanthropy.
 - **Pledge #4.** The global challenge of diversity poses several demands. Individuals, organizations, and nations can orient themselves on inclusiveness, transparency, and self-differentiation principles. Thus, a **global resilience consortium** approach is required for the unity of effort among diverse players. It must offer new possibilities for examining strategy, structure, technology, and leadership styles.
 - **Pledge #5.** Enhanced resilience proposes to shape and influence worldwide the process of how next-generation leadership development occurs in the resilience arena. Youth empowerment projects for sustainable development should proceed through a voluntary global network of **regional resilience readiness centers**.
 - **Pledge #6.** A networked global society's growing connectedness and self-awareness have created a realistic expectation. Namely, the rapid pace of modern change is the prologue of a new narrative for local-global relations and a crucible from which a new understanding of the global community may emerge. This approach shall be called **connectivism**, whose driver is **action learning** fed by **knowledge curation**.
 - **Pledge #7.** Global resilience must draw from past precedent concepts and embrace cultural differences toward emancipation. Resilience thinking must avoid overreaching to utopianism. Its antidote is to apply the principle of **self-differentiation**, where individuals, organizations, and relationality-oriented states choose to collaborate in terms of each's own interests and identity.
 - **Pledge #8.** A new global partnership model should emphasize the ideals and values born from a sense of **mutual obligation** to one's fellow man. Based on **knowledge curation** for global resilience, today's education must be a personal formation and an

approach that integrates daily life. It must respond successfully to far-reaching, complex sustainability demands and planet earth's global resilience.

- **Pledge #9.** Building resilience implies people, structures, processes, and technology that should embody the resilient system characteristics and be iterative, inclusive, integrated, adaptive, and flexible. A **composable organization** approach is required, whereby interchangeable building blocks can be added, rearranged, and jettisoned. A supporting **Global Resilience Network** will direct the worldwide networking and collaboration of experts devoted to global awareness, holistic understanding, and strategic approaches to the problems of humankind.
- **Pledge #10. Relational trust** is essential in developing thriving educational communities and a growth mindset. It acknowledges that personal traits in leaders are necessary but insufficient. Trust needs to sit alongside embedded institutional practices, which can enhance a sense of community, increase motivation, and foster a greater willingness for risk engagement.
- **Pledge #11.** A supporting educational project, the **Global Resilience University**, needs to be a multifaceted, multinational, multi-year strategic effort. It must facilitate a cooperative framework to make knowledge actionable to master current and future adaptive challenges to global resilience.
- **Pledge #12.** Cultivating a global resilience culture leads to a participatory international public policy. Emancipatory politics and community networks can transform **the nation-state** into an actor concerned with the welfare of all of humanity.

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Walter L. Christman is a strategic thinker, teacher, and global resilience advocate for sustainable development, having pioneered new models of international partnership. He is the Chairman and Founding Director of the Global Challenges Forum Foundation and President of its Global Resilience Consortium in Geneva, Switzerland. His forthcoming book, *Building Global Resilience: A Call to Action*, is being published in the United Kingdom for worldwide distribution. He is a Distinguished Senior Fellow of the Global Resilience Institute at Northeastern University in Boston, Massachusetts. He has been a Keynote Speaker at conferences in China, India, Saudi Arabia, Switzerland, and the United States. He lives in Geneva, Switzerland, and San Luis Obispo, California.

Dr. Christman is a transformational leader in the development of international cooperative ventures. He is the principal architect of seven Secretary of Defense initiatives, among which two Presidents of the United States endorsed three. Dr. Christman's thirty-year career with the US Government spanned service in the Armed Forces, the US Congress, the Pentagon, the State Department, and the White House, with travel to more than fifty countries and over ten years of service as a US diplomat in the international community of Geneva.

A scholar-practitioner, Dr. Christman recently served in Riyadh as the Booz Allen Hamilton Senior Advisor to help establish Saudi Arabia's National Defense University. He was an Associate Professor of Global Public Policy in the School of Business at the Naval Postgraduate School in Monterey, California, for seven years and Adjunct Faculty at Joint Special Operations University for two years. Dr. Christman has also held titles as Distinguished Visiting Research Fellow at the US National Defense University, as Senior Global Engagement Fellow at the Middlebury Institute of International Studies, as affiliated faculty of the C4I and Cyber Center at George Mason University, and as Visiting Scholar at Shanghai Jiao Tong University in China.

Dr. Christman's degrees include a Bachelor of Arts from Duke University, a Master of International Affairs from Columbia University, a Master of Public Administration from Harvard University, a Doctorate in International Relations from the Graduate Institute awarded by the University of Geneva, and an Honorary Doctorate in Divinity awarded in Bangalore, India. He started his career as an Airborne, Ranger, and Special Forces qualified enlisted soldier in a special-mission unit to deliver man-portable nuclear weapons. Sergeant Christman was awarded a medal for heroism in a peace-time training incident. He was later an Army Reserve Infantry and Special Forces Officer. In 2017, he was inducted into the US Army ROTC Hall of Fame.