***BUILDING***

***GLOBAL RESILIENCE***

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***The Call to Action***

**By**

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**Global Challenges Forum Foundation**

#### THE CALL TO ACTION

***A PROCLAMATION***

**In the name of the *Geneva Declaration* of 18 September 2015 and in fulfillment of the *Global Partnership Declaration* of 16 November 2020, the following PROCLAMATION of the Global Challenges Forum Foundation announces a global strategy for the remainder of the 21st Century, going from *“From Challenges to Opportunities to Solutions.”***

***Introduction***

*“Books can be dangerous. The best ones should be labeled,*

*‘This could change your life.****’”* Helen Exley**

How humans think about connectedness is at a turning point in world history and life on earth. Everyone lives in a rapidly changing world of accelerating crises needing clear goals and shared values for a sustainable future. People from all countries learn to be together in spirit, even while physically distancing. The world is facing a crisis brought about by the Coronavirus pandemic, resulting in the possibility of a new model of global partnerships for the future. Clever ideas from rising generations will, we hope, break through the emerging 21st Century global challenges. And we support that hope through the publication of the book *Building Global Resilience: A Call to Action* and the events that will follow it.

*Building Global Resilience* creates the future through a new global partnership model, which speaks to urgent needs and potential benefits for humanity even beyond the present crisis. Based on the premise that the international experience of the pandemic can awaken today’s global youth into a powerful force of shared connectedness, a new tomorrow is possible. We must seize the moment for new thinking, create action models to chart the pathway ahead, address emerging 21st-century global challenges, and foster sustainable development by cultivating a new global resilience culture. The *Action Plan* urges a combination of community and city-level bottom-up partnerships beyond traditional United Nations and the member states’ top-down partnerships to create new models for action through impact financing for social value investments.

*Building Global Resilience* encourages a growing and interconnected trust among global youth to support worldwide resilience, produce enlightened experience, prevent conflict, and promote sustainable development. The world is on fire, so climate change inaction cannot and must not continue. We, therefore, have the chance to change everything to make the future better. *Building Global Resilience* is about power: the power to change. To this end, the *Global Resilience Consortium*’s signature challenge is to: *be love, have joy; have courage, be empowered!*

***From Challenges to Opportunities to Solutions***

***Challenges***

***Challenge #1:*** *the acceleration and diffusion of global risks necessitate a new theoretical approach to understanding emerging opportunities and cultivating transformative solutions.*

Living in an interconnected world renders people more fragile than ever - which, in turn, accelerates risks in our time. Threats such as climate change, large-scale environmental degradation, pandemics, the proliferation of weapons of mass destruction, violent conflict, and extreme poverty threaten the global community’s survival. An implied but central demand of *Building Global Resilience* is to go beyond transforming existing institutions and seek to foster entirely new resources for resilience. Indeed, new strategies are required as the current situation multiplies threats, opportunities, and trauma to national and regional security and humankind’s wellbeing.

***Challenge #2:*** *a new model of international partnerships is needed to empower the next generation to adapt, innovate, and promote sustainable development beyond 2030.*

Developing new networks of collaboration, where none previously existed, will likely involve prototyping and much trial and error – especially for networks between and among government bureaucracies, between and among state and society (within borders and across borders), and non-governmental cooperation between entities. Some of these entities may have, and some may not, have formal authority to support youth empowerment for sustainable development beyond 2030. Side networks must blend financing at the grassroots through new social value investments, more socially committed public-private partnerships, and new philanthropy.

***Challenge #3:*** *globalization brings about change within nation-states inscribing new identities within individuals, thus creating the opportunity to forge a new global resilience culture.*

New concepts can foster progress towards a shared vision in this dynamic environment, transcending cultural and national barriers. Deep insight can effectively link economic development, security, and public participation, mainly when threats stem more from non-state actors than tensions between nation-states. Whereas nation-state security focuses on *sovereignty*, societal security focuses on *identity*. Proper attention to societal security issues can facilitate regional adoption of best practices in how trust-building measures among and between peoples and generations can foster an *emancipation process* leading to greater global resilience.

***Challenge #4:*** *the new approach must help humanity withstand natural and manufactured calamities and stresses while creating conditions that foster global resilience for the remainder of the 21st Century.*

In support, relational trust is essential in developing thriving educational communities and a growth mindset. The *Action Plan* acknowledges that personal traits in leaders are necessary but insufficient and need to sit alongside embedded institutional practices, which can enhance a sense of community, increase motivation, and foster a greater willingness to work for risk amelioration.

**THEREFORE, THE FOLLOWING OPPORTUNITIES AND SOLUTIONS ARE OFFERED FOR UNIVERSAL ADOPTION:**

***Opportunities***

***Opportunity #1****. There must be a renewed 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.”*

Cultivating a global resilience culture built upon a spirit of tolerance is a powerful global partnership model for the future. Improved linkages will enhance capacities for resilience, and more agile and effective responses, in the face of emergent challenges, threats, and risks. It may also become a fundamental component in the globalization of world politics, thus moving people toward better linkages between security and development.

***Opportunity #2.*** *The United Nations 2030 Sustainable Development Goals (SDGs) agenda offers a pathway toward a more resilient planet. The 17th sustainable development goal,* ***global partnerships****, will be fulfilled by a worldwide resilience culture initiated by youth empowerment combining bottom-up and top-down collaboration approaches through impact financing for social value investments.*

The *Building Global Resilience Action Plan* declares global resilience to be the desired end state of the United Nations Sustainable Development Goals (SDGs) beyond 2030. Getting there will require the worldwide cultivation of a new global resilience culture enabled by combining 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 investor, and youth activist levels. The United Nations’ 2030 Agenda has 17 sustainable development goals that are broad and interdependent, yet each has a separate list of targets. The figure below provides coherence as diverse elements (economic, social, and environmental) synergise into an “indivisible whole.”

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**2030 Agenda United Nations 17 Sustainable Development Goals**

The *Action Plan* synthesizes the U.N. 17 Sustainable Development Goals to characterize integrated learning opportunities. An important goal is to create measurable sustainability standards commonly agreed. We cannot manage what is not measurable, and there is no point in measurement if every nation, company, and individual uses different measures to measure other things. The result of a standards-based approach focused in sustainable development will be enhanced international impact financing for social value investment**.**

***Opportunity #3.*** *A new* ***global resilience culture*** *can emerge from a co-development design process via relational trust and involve stakeholders’ input no matter how geographically scattered they may be.*

*Global resilience culture* results from the self-affirmation that local participants have a “mutual obligation” to co-evolve organization and collaboration among many communities and nations, taking advantage, among other things, of emerging technology to promote convergence of thought and effort. As a result, a global spectrum of leaders can and will respond together to overcome emerging challenges to humankind's wellbeing – though that does require an experimental, collaborative, and optimistic mindset, defined as the ideas and attitudes a person has approaching a situation. That mindset results in design thinking, which rises from a relational trust, without which there is no means to collectively address multiple underlying social traumas that keep citizens everywhere from have self-confidence. Enabling trust between stakeholders requires deep cultural understanding and appreciation. In cross-cultural environments, relational trust is not entirely the result of rational analysis. Relational trust is also the result of the social bonds and shared identities developed among individuals in joint and networked initiatives.

***Opportunity #4.*** *Next generation leaders can build a global resilience culture through civil society and private sector collaborations called* ***global resilience partnerships*** *at local, national, and international levels.*

*Building Global Resilience* is a call to action: to foster growing mutual trust among global youth to produce enlightened experience, prevent conflict, and promote sustainable development. A changing world of accelerating crises demands clear-headed responses and shared values for a sustainable future. We must encourage a movement by which future leaders, via integrated learning and collaborative open innovation processes to cultivate a global resilience culture based upon combined theory and practice (or “praxis”). The objective is new ecosystems of sustainable finance for global resilience and youth empowerment projects for sustainable development, implemented through a voluntary global network of regional resilience readiness centers.

***Opportunity #5.*** *Today’s global environment demands* ***emancipation*** *from contemporary constraints with a transformation in outlook leading to new forms of organizational collaboration and “communities of practice.”*

*Building Global Resilience*is an open call to foster a global discourse for shared decision-making instead of promoting *ad hoc* solutions tailored for each type of emergent global risk. The *Action Plan* acknowledges that change must come from within a society and cannot be forced. Instead, knowledge will be leveraged in new ways to guide the world gently towards an international system that is fit to address not only our emerging global challenges but also the sustainable development challenges in individual cities and local communities.

Future educational training through a multi-domain effects-based lens for risk management is essential to leverage knowledge, focusing on scalable learning with an agile mindset. *Divergent thinking* (to find problems not yet known), an *entrepreneurial outlook* (to turn existing conditions into sustainable value), and *social and emotional intelligence* (to thrive in a world that is volatile, uncertain, complex, and ambiguous).

***Opportunity #6.*** *A new global partnership model should emphasize the ideals and values born from a sense of* ***mutual obligation*** *to one’s fellow man.*

Shared experiences help build reciprocal trust, a spirit of “mutual obligation,” promoting common interpretations, and developing shared interests and a common identity. Mutual obligationcan only occur by pairing entities with a sense of reciprocity. Sharing knowledge across different cultural and organizational boundaries inevitably implies an adaptation process, inciting everyone to become part of a global movement. It will forge a new collaborative spirit based upon a new sense of mutual obligation that will free us all from the constraints and mental models that impede adaptability and agility in response to emergent threats and challenges.

***Solutions***

***Solution #1.*** *A* ***global resilience consortium*** *approach is required for “unity of effort” among diverse players. It must offer new possibilities for examining strategy, structure, technology, and leadership styles.*

The global challenge of diversity is multi-dimensional. Today’s global environment demands effective multinational technical and human interoperability to forge *emancipation* from contemporary constraints. Individuals, organizations, and nations can orient themselves to inclusiveness, transparency, and self-differentiation principles. The *Global Resilience Consortium* is initially building itself around the following five global resilience model elements as explained in the *Action Plan*:

* One Million Youth Leaders for Sustainable Development Beyond 2030 (1M2030), supported by:
* A global network of regional hubs for knowledge and activities, the Resilience Readiness Centers.
* A Global Challenges Situation Room coordinating the two elements above and undertaking strategy analysis related to emerging societal threats and risks at diverse points in the Regional Centers network.
* A global program of education for Global Resilience Partners supported by:
* The permanent establishment of an online Global Resilience University.

***Solution #2.*** *Our networked global society’s growing connectedness and self-awareness have created the crucible for a new understanding of collaboration. This approach in the Action Plan is called* ***connectivism,*** *whose driver is* ***action learning*** *and begins with* ***knowledge curation****.*

*Connectivism* is the theoretical framework for understanding how information technologies contribute to new learning methods within individuals and networks. It is a social process that treats knowledge as an external entity, where learning occurs through social interactions. Within connectivism, learning occurs when peers are connected and share opinions, viewpoints, and ideas through a collaborative process.  It allows people to legitimize what they are doing to spread knowledge through multiple communities. Therefore, the notion of bottom-up and cross-sector partnership as the modality of agency for *connectivism* is driven by the pursuit of comparative and realizable improvements for social justice at multiple levels of analysis.

*Action learning* involves a small group working together on problems, acting, and learning as individuals, a team, and an organization. It helps organizations develop creative, flexible, and successful strategies in response to pressing issues and reflecting upon the results. The process begins with *knowledge curation* for global resilience. This is a personal formation in the relevant cultural context and an approach that integrates daily life to respond successfully to far-reaching, complex demands of sustainability and the global resilience of planet earth. Action learning projects to support resilience will focus on whatever the groups involved see as their priority. Still, a few will focus on developing interactive courses, seminars, and workshops supported by tailored training modules that create new solutions.

***Solution #3.*** *Global resilience needs to draw from past precedent concepts and* ***embrace cultural differences*** *toward emancipation. Resilience thinking must avoid the overreach to utopianism.*

Among the various social choices that history has presented us, cosmopolitanism is the idea that all human beings are members of a single community. This does not entail rejecting cultural differences; instead, it embraces their diversity as part of the chorus of voices uplifting humankind. Cosmopolitanism is aspirational, believing that all humans can and should be "world citizens" in a "universal community”, entitled to equal respect and consideration, no matter their citizenship status or other affiliations.

That harmony of voices occurs in global resilience theory by emphasizing the values born from *mutual obligation* among people. A connectivism approach supports *self-differentiation* based on the desires of individuals, organizations, and nations to participate in a manner reflecting their unique interests and identities.

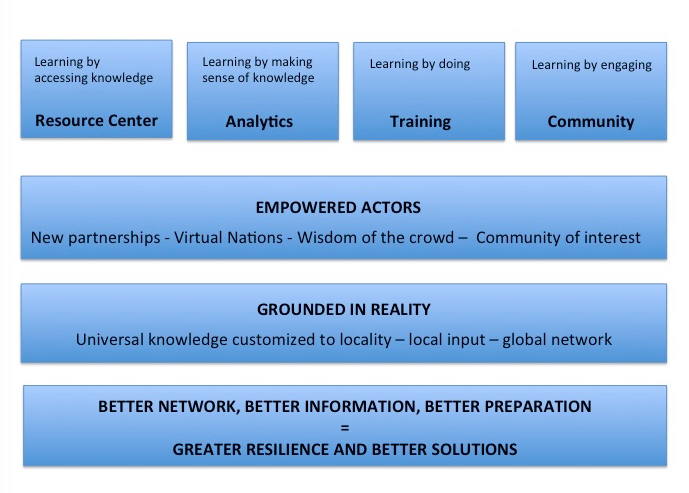
***Solution #4.*** *The new model of global partnerships for the future will be built upon* ***composable organizations*** *for global resilience, requiring an ad hoc model to connect multiple communities of practice worldwide.*

A composable organization approach is required, whereby interchangeable building blocks can be added, rearranged, and jettisoned. Building resilience implies people, structures, processes, and technology that should be iterative, inclusive, integrated, adaptive, and flexible, embodying the resilient system characteristics. Taking a more “systems approach” to creative learning, composable organizations can be fashioned ad hoc through design thinking. This approach can help leaders recognize, align, synchronize, and harmonize options associated with resilience challenges. Composable organizations also enable *composable training*, which means training events that can be constructed “on the fly.” Thus, practical design in creating and sustaining composable organizations that can help to foster an on-call, community-oriented knowledge development process among all actors.

***Solution #5.*** *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.*

. The Global Resilience University will be the backbone of an enduring cooperative network to address current and future challenges to global resilience. A Global Resilience University is needed to foster integrated learning approaches that overcome silos of education and create the basis for integrated action. The virtual university needs to be a multifaceted, multinational, multi-year strategic, and versatile digital hub connecting 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

As a primary source of specialized education for *Global Resilience Partners*, the Global Resilience University will foster communities of practice, and provide robust mechanisms for higher levels of collaboration. It should prioritize expanding, developing, and networking next-generation youth leaders worldwide and stay abreast of emergent social media and information technologies. The transformational approach will help to address emerging, urgent and compelling challenges, offering a vision in action, as in the following figure:

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***Solution #6.*** *Cultivating a global resilience culture through emancipatory politics and community networks will lead to the* ***transformation of the nation-state*** *into an actor concerned with the welfare of all of humanity.*

In contemporary international relations theory, the nation-state is the central reference object of authority, with realism, liberalism, and constructivism the significant schools of interpretation. The *Action Plan* advances connectivism as an alternative approach, one that allows people with different mental models to create new living systems to overcome limiting models of reality. In turn, “connectivism” is a unique constructivist contribution to international relations theory, supplementing realism and liberalism. It offers new starting points and endpoints for developing collaborative institutions and mechanisms.

The validity and universality of *Building Global Resilience* are not self-authenticating. It must be taken to the world for debate, revision, and further co-development in theory and practice. In its court of appeal, there needs to be a negotiation between the present and future concerning all humanity. It foresees the transformation of the nation-state as an actor in partnership with all of humanity. It seeks the empowerment of next-generation leaders to navigate through bottom-up approaches and learn to address complexity through inquiry for action. Cultivating a global resilience culture does not have to save the world; it merely needs to preserve it for the next generation.

Accordingly, principles focused on global resilience can reinforce the relationship between theory and practice and move beyond national security paradigms of “security threats” toward a worldwide resilience paradigm of “shared risks.” The stewards of the current order will need to promote new thinking without imposing a hegemonic cultural frame of reference: research and policy must foster informal, networked governance globally, with deference to local cultures and values. It is necessary to inspire partnerships that combine educational and social networks transcending local, regional, global, public, and private sectors. 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. Thus, investment in global resilience must be a central pillar and should be the end state of sustainable development.

**Connectivism and Traditional Paradigms Comparison**

| **Paradigm** | **Realism** | **Liberalism** | **Connectivism** |
| --- | --- | --- | --- |
| **Dominant approaches** | Unilateralism | Multilateralism | Bottom-up partnership |
| **Primary impulse** | Hegemony | Coordination | Emancipation |
| **Covenant forms** | Mutual aid | Mutual trust | Mutual obligation |
| **Unit of analysis** | States in the international system and power balance | Cooperative agreements, norms, and regimes | “Social choice” focus on practical mutual benefit projects in resilience support |
| **Main actors** | Heads-of-government, executives | State representatives and civil servants | Anyone capable of contributing knowledge or expertise in resilience domains |
| **Center of gravity** | *Military—*State important as an adequate armory, ability to establish and monitor outposts | *Foreign Ministry, Missions, Embassies*—State important as effective diplomatic core, ability to use persuasion | *People, Citizens, Society—*the whole of society, crossing between organization and government departments levels. Nation-state remains vital as an effective server, ability to sort through information and serve as an innovation hub to channel information |
| **Characteristics** | Readiness | Negotiation | Forethought |
| **Strategies** | Deterrence and pre-emption through force | Deterrence and prevention through international legal frameworks | Innovation through best-practices sharing, multi-stakeholder, and multilevel cooperation |
| **Approaches to power** | Balance of power | Stable multilateral equilibriums | Resilience and adaptiveness |
| **Approaches to conflict** | Coercion | Compromise | “No enemy” principle—reconciliation in support of resilience |
| **Condition for justice** | Compulsion and “self-help” | Social contract and “mutual help” | Social choice and “self-differentiation” |
| **Condition for security** | Collective defense | Collective security | Collective resilience |
| **Underlying assumptions** | States operate in a self-help system for survival | States as utility maximizers seek favorable outcomes | Global citizens as pragmatic problem-solvers seek *win-win* solutions |
| **Comparative advantage** | Ability to solve complex security issues | Ability to solve distribution issues | Ability to address shared global risks |

**The Author of *Building Global Resilience: A Call to Action***

Dr. Walter L. Christman is a pioneer in international cooperative ventures for enhanced regional and global security. He is the principal architect of seven secretary of defense initiatives, among which two presidents of the United States endorsed three of them. Dr. Christman’s thirty-year career with the U.S. government spanned service in the armed forces, the Congress, the Pentagon, the State Department, and the White House, with travel to more than fifty countries and more than ten years of service as a U.S. diplomat in the international community of Geneva. He holds a Ph.D. in international relations from the Graduate Institute of the University of Geneva in Switzerland. He holds an Honorary Doctorate in Divinity from the ACTS Group of Institutions in Bangalore, India. In the United States, he has a master’s in public administration from Harvard University, a master’s in international affairs from Columbia University, and a bachelor of arts from Duke University.

Dr. Christman is foremost an advocate for global resilience. He is chairman and founding director of the Global Challenges Forum Foundation and president of the Global Resilience Consortium, headquartered in Geneva, Switzerland. He is a distinguished senior fellow of the Global Resilience Institute at Northeastern University in the United States. His forthcoming book, *Building Global Resilience: A Call to Action,* is published in the United Kingdom by Global Resilience Publishing, a branch of Salt Desert Media Group, Ltd. The book took seven years to complete and resulted from the mandate given to Dr. Christman in the *“Geneva Declaration”* of 18 September 2015. The call for a new approach to the development of global partnerships was present from the launch of the Global Challenges Forum. On 16 November 2010, China’s Permanent Representative to the United Nations in Geneva, Ambassador He Yafei, gave the inaugural GCF keynote address. In his speech on global partnership launching the forum, Ambassador He declared that *“Global challenges need global solutions . . . 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, new mechanisms, and new means to achieve this concept.”* The book offers a new model of global partnerships for the future, combining the top-down alliances of the United Nations and the Member States with bottom-up approaches linking communities, cities, impact investors, and empowered youth. It defines global resilience as the goal and proposed end state of sustainable development beyond 2030.

Dr. Christman is assisted in implementing the Global Resilience Consortium by Dr. Beatrice Bressan. A former Executive Director of Gateway an I.T. Social Enterprise in Gaza, Palestine, she successfully helped develop it as a spinoff enterprise of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). Dr. Bressan is the Chief Executive Officer of the GCF Foundation and the Global Resilience Consortium Vice President. She has served in a series of executive and operation managerial roles internationally for over 25 years of her professional career. With experience in business development, social business, public relations, strategic communications, mediation, and negotiation, Dr. Bressan is an expert consultant for enterprises, associations, and organizations. She earned a master’s in science communication, a Ph.D. in physics with an interdisciplinary thesis, and a postdoctoral fellowship in technology transfer and knowledge management at Helsinki University, Finland, carrying out advocacy roles within the European Laboratory for Particle Physics (CERN) in Geneva, Switzerland. A member of the European Union of Science Journalists’ Associations and the Italian Press Association, she has written on many subjects and authored or edited several internationally distributed books.