



**Global
Challenges
Foundation**

Intergenerational global problem resolutions

Author

Mark Coleman

Children are free and creative thinkers, open to new ideas, anxious to meet new people, and have greater future interest than any other generation. They require the authority to chart their destiny. In this model, youth envoys from all nations attend year-long annual think tanks that are replicated worldwide. Host nations share their culture in a welcoming environment while envoys devise intercultural solutions to global challenges through research and collaboration. Elder chaperones facilitate envoy efforts and oversee host activities. Later, envoys unite at an annual congress to form consensus working papers and elect Intergenerational Council representatives. The Council works to enact consensus ideas within the governing body, assures compliance with intergenerational compacts, and gives youth voice and direct authority over their future.





1. Abstract

Children are free and creative thinkers, open to new ideas, and anxious to meet new people. Children are destined to inherit the earth, and so have greater interest in the future than do any other generation. Current decision makers are more rigid in their views and less willing to take risks, often having a monocultural, short-term perspective. Our children and grandchildren should not have to sacrifice for our prosperity and narrow ethnic perspective. Rather, they should benefit from the investments and sacrifices we make and the richness offered by a multicultural society. As the latest generation and those with the longest investment in the future, youth must persuasively articulate their point of view, expressing a long-term, multicultural perspective in requesting the right to self-determination, and living free of burdens carried over from past generations. We need to empower our youth and give them authority to make decisions over their own future.

The new model described here harnesses the creative energy and future time perspective of young minds to resolve international problems, transform existing institutions, and assure compliance with intergenerational compacts. The model establishes year-long Teen Think Tanks (TTT) that are replicated across the globe at participating host nations, and attended by young envoys –16-20 years of age– from all other participating nations. The intent of the TTT model is to develop cultural awareness by immersing young people in a welcoming international setting where they are challenged to identify cross-cultural solutions to relevant and important world problems. Host nations present a program of activities and instruction on the local language and culture. Youth envoys identify global problems of concern, deeply study those problems in self-selected workgroups, and devise consensus solutions within the multicultural TTT setting. A few Elder chaperones from non-host nations are also included in each TTT as mentors, facilitators, evaluators, and to bridge the generation gap. Annually sponsoring youth to identify and resolve vexing global problems in a rich cultural environment will develop potential leaders with extensive personal international connections and it will generate multiple creative solutions. Solutions produced from each of the TTTs are brought forward to an Annual TTT Congress of all youth envoys and elder chaperones where preeminent solutions are consolidated by consensus and refined into working papers intended to be considered for development into resolutions by governing world bodies such as the United Nations (UN). To assure consideration and to press for equity and solidarity, this new model calls for the establishment of an “Intergenerational Council” as a Subsidiary Organ with options for high-level placement. An Annual TTT Congress would elect delegates to serve two-year overlapping appointments to the Intergenerational Council from among TTT envoys and chaperones and work in collaboration with the many organizations dedicated to intergenerational affairs such as the Envoy on Youth, Youth Delegates, the Intergenerational Commission among others.

The core of this model is to develop youth leadership and, ultimately, adult decision makers with a broad set of personal multicultural connections and an intergenerational perspective. The assumption is that governance occurs largely through effective interpersonal relationships. Local and national politics builds on interpersonal connections with relatively narrow cultural perspectives, which can lead to ethnocentric views. National leaders with a solid set of global interpersonal connections to complement their local connections would be more effective, broad-



minded world leaders. Young people are curious about their peers, naturally open minded, and willing to extend their circle of friends and acquaintances especially when placed in new and unique social situations. The TTT model creates a sociable and rich cultural environment; asking those involved to identify and develop solutions for challenging global problems by stimulating trans-national cooperation.

This new model encourages the establishment of an “Intergeneration Council” to empower youth and the elderly to bridge the generation gap. This approach emphasizes the importance of youth for their creativity and flexibility, and elders for their advice, oversight and late-life perspective. By working in concert, these counterparts will assure equity and solidarity among all generations. A high-level home for the Intergenerational Council will afford youth decision-making capacity and effectiveness.

The TTT model is inherently transparent and flexible. Open discussions among all TTT envoys transparently identify problem to be addressed. Individuals choose which problem to address based on their own interests and cannot be excluded from working on a problem of their choice. Problem solutions are presented at all-envoy discussions where feedback is invited. Each workgroup must be flexible to allow modifications based on input from discussions. The composition of any workgroup might change throughout the TTT process, some dissolving, while others merge. This transparency and flexibility carries into the Annual TTT Congress where the task is to consolidate the many ideas generated at individual TTTs into the foremost resolutions capturing the best ideas, so to compel their approval in the governing body. Empowering youth to make decisions in a multicultural, intergenerational setting will help to assure that we invest in the future.

2. Description of the model

CONTEXT

This world belongs to our children. They have the most interest in our future and they are not yet jaded by the constraints of society; be it political, economic, racial, environmental, religious or philosophical. Children are sponges for information with an imperative to learn, and that they do [1, 2]. They are free and creative thinkers, with an avid sense of both morality and self-interest, and they are fully vested in the future. Matriarchs and Patriarchs have hardened their views over time and are often constrained by narrow, short-term perspectives and avoidance of risk [3]. Society needs to tap the curiosity, creativity, and courage of our youth.

BACKGROUND

There is recognition among world leaders of the role young people play in development, peace and security. In the 1965 Declaration on the Promotion Among Youth of the Ideals of Peace, Mutual Respect and Understanding Between Peoples [4], Principle Two declared that education of young people should “... foster among them the ideals of peace, humanity, liberty and international solidarity ...”, while Principle Five encouraged “National and international associations of young people ...”. The 1989 the Convention on the Rights of the Child [5] recognized the fundamental human rights of children. In 2006, the African Union endorsed the African Youth Charter, which recognizes the rights, duties and freedoms of African



youth, seeks to involve youth in developing the African continent, and guides the empowerment of youth among member states [6].

The role of the younger generation in achieving and maintaining peace, security and sustainable development has recently been recognized. In 2008, the Declaration on the Promotion Among Youth of the Ideals of Peace, Mutual Respect and Understanding Between Peoples [4] intended to foster improved conditions for youth in their home countries and assure human rights for young migrants by promoting employment and developing skills. The 2013 the United Nations (UN) Secretary General issued a Report on Intergenerational solidarity [7] that describes responsibilities to future generations, the concepts and ethics of intergenerational relations, how national policies have considered such concepts, and options for model institutions. Following the inspiration of the Amman Youth Declaration [8], the 2015 UN Security Council Resolution on youth, peace and security [9] is a groundbreaking recognition of the contributions youth can make in settling conflicts and forging lasting peace and prosperity. It requested a study on contributions young people make toward peace and conflict resolution [10] that will soon be released. In August 2017, the Secretary General's Envoy on Youth spoke at the "Intergenerational Dialogues on the Sustainable Development Goals" about the need for intergenerational solidarity, sharing decision making equally among generations, and combining unique skills and experiences with mutual respect among generations [11]. Even though, these forums, councils, charters, declarations, speeches and resolutions always seek to engage and consult youth, and often speak of empowering youth, rarely is any decision making power actually cede to the younger generation. It is critical to begin the process by which power can be vested in youth to actually resolve conflicts and forge lasting peace and prosperity.

The UN offers numerous programs to engage youth and encourage involvement in national government. The Economic and Social Council holds an annual Youth Forum in collaboration with the Envoy on Youth and the United Nations Inter-agency Network on Youth Development [12]. The intent of holding the Youth Forum is to include youth into the discussion of achieving Sustainable Development Goals [13] by offering youth the opportunity to share opinions, ideas, and think about how we can achieve sustainable development. Goals frequently mentioned include empowerment and equality. The World Programme of Action for Youth recognizes the imagination, ideals and energies of young people, and seeks to improve conditions for youth regarding 15 priority concerns, including improvement of education, employment, hunger and poverty, health [14]. Among these fundamental improvements in the human condition are also proposed actions for full and effective youth participation in decision-making processes. Most of these actions on participation in decision-making involve edification and promoting opportunities for youth. The one empowerment action item invites governments to involve youth in international forums such as youth representatives in UN delegations, that is to say, as observers, or at best commentators, rather than fully vested decision makers.

We need to further empower our youth. They need to be given authority to make decisions over their own future. Decisions about the future should not be made only by the middle generation. Decisions about the future should be made in collaboration and consent with those among us that it will affect the most; decisions should be made with the direct authority of young people. Too often,



decisions that adults make affect adult prosperity and power, commonly ignoring impacts on future generations [15]. Climate change and the Arab-Israeli conflict are relevant examples. Climate change results from “Emissions of CO₂ from fossil fuel combustion and industrial processes” [16]. Fossil fuels are, for now, cheap and abundant, so to take advantage of this resource some of our leaders seek to profit from the cheap resource regardless of the impact on future generations. The carbon dioxide emissions, the pollutants, that is to say the environmental cost of burning fossil fuels are severe for our youth. Yet many of our powerful decision makers are not willing to factor that cost into today’s profit margin.

The Arab-Israeli conflict is another example where pre-formed, ideas over entitlement predominate the modern debate. This debate has played to a stalemate for decades as Israelis occupy Arab disputed territory and expand settlements while the Arab world demands sovereignty and an end of the occupation. Both sides should be seeking a peaceful settlement that allows Arabs and Israelis to coexist and share the unique heritage each has in their common ancestral lands. Yet, neither side will compromise, both are willing to react violently with slight provocation, while generation after generation are embroiled in conflict imposed upon them by previous generations. The international community intervenes frequently, with little effect. Youth would not have patience for continuing such an intractable problem. If young people were involved in making decisions, they are expected to seek solutions involving concessions among opposing factions and attempt to create compassionate and secure conditions for all citizens.

In his 2011 remarks to the General Assembly High-level Meeting on Youth, Secretary-General Ban Ki-moon stated “The United Nations is doing a considerable amount to invest in youth. We are acquiring knowledge and best practices about the issues affecting young people today. And we are making greater efforts to engage youth in our negotiating and decision-making processes. Still, I do not think we have gone nearly far enough. ... One way we may consider doing [more] is through the United Nation’s Youth Delegates Programme” [17]. Youth delegates to the UN are included among a countries delegation to the UN General Assembly and various Economic and Social Council commissions [18]. Though it is edifying to engage youth through such honorary appointments, and it is possible to gain the youth perspective by talking with them about global problems, it is most crucial to vest in youth the power to shape the future, by not only allowing them to introduce legislation, but also affording them the responsibility to debate and vote on such measures. By vesting the power to decide, young people will have some control of their destiny.

Youth councils have promoted youth empowerment for decades. There are numerous councils or assemblies in North America, Europe, Asia and the Pacific [19]. Their value in promoting youth participation in social and economic development is recognized in the Declaration on the Promotion Among Youth of the Ideals of Peace, Mutual Respect and Understanding Between Peoples [4]. Some youth councils are advisory organizations with no real decision making responsibilities; rather they are given political voice to advise elected officials from the perspective of youth [20]. Youth assemblies or parliaments are permitted to introduce legislation [21, 22]. Others work to connect multiple youth organizations nationally or internationally to increase their influence [23, 24]. While youth councils and assemblies provide valuable learning opportunities and are used to poll the opinions of youth, they rarely empower youth with decision making authority.



CULTURE

Young adults exposed to different cultures through travel, friends, or study abroad programs carry those memories with them for life, and have profound effects on those they meet during their travels. They carry an appreciation for the differences and the similarities among all humans. Youth will also leave a lasting impression on the people they meet along the way. For instance, our university instructed students enrolled in the Brazil Scientific Mobility Program, which was a Brazilian government program that provided study-abroad scholarships for Brazilian undergraduates [25]. The students were the top academic performers in Brazil. We hosted several in our lab and each was exceptional in comprehension, curiosity, work ethic, and vibrancy. These students gained infinitely from their experience, and they left lasting positive impressions on those of us instructing and working with them. Despite recent negative media reports about conditions in Brazil, the memories I have of those enthusiastic exchange students help form my larger view of Brazilian culture. These young people were exceptional representatives because they modestly shared their culture with those they met.

We convey common cultural experiences through language. Language is used to symbolize objects and activities and to express our thoughts and feelings. The symbols are unique to our common social experiences, unique to our culture. As we learn new language, we learn new social expressions, we learn new culture. Food, song and religion are important examples of cultural traditions with specific expressions or symbols. For instance, the combinations of ingredients and techniques used to prepare particular food items are symbolized with names like quiche or sukiyaki. We cannot fully understand such words without watching the chef prepare and combine the ingredients and then taste the dish. Such cultural practices like growing, gathering and purchasing ingredient, preparation techniques, and serving utensils are uniquely expressed through language. To gain a deep appreciation for a culture, it is important to experience that culture through not just shared activities, but also by learning the language used to express and describe that culture.

INDIVIDUAL DEVELOPMENT

Each person has a unique set of life experiences largely shaped by the surrounding culture. If we are only exposed to one culture, we come to believe that it is normal and often possess it as better than other cultural practices. However, if we are exposed to many cultures including those with different heritage we become more open-minded and recognize the advantages of embracing the value of all cultures. People can be very open minded if they only know one culture, the culture of their families, the culture of their community, or the culture of their nation. Exposure to other cultures through education, media and visitors from abroad serve to broaden perspectives, even for those that have not traveled extensively themselves. However, all too often those in power that only know one culture, or the culture of closely related groups tend to elevate those norms and ideas as the superior approach. Over time they become unwilling to consider other ideas. Such ethnocentrism leads to narrow perspectives and the tendency to assume others hold, or should hold, our same outlook. Holding one's ethnic background as superior to those of others leads to prejudice, including nationalism, tribalism, and even racism. In the extreme, such prejudice, or ethnocentrism, leads to conflict [26]. Just as ethnocentrism can lead to conflict, it also inhibits resolution of conflicts between social groups because of a narrow perspective or limited understanding of others.



Naturally, we think our ethnicity is superior and this is often reinforced by the local culture. Children are exposed to the ideas of families and communities. Unless impressionable youth are exposed to a broader perspective of ideas, the inherent feelings of superiority and the cultural enforcement becomes ingrained. Some might argue that this is unique ethnic expression that should be embraced, yet we are not improved with a narrow mindset of a single culture, we are improved through a multiplicity of ideas [27]. To avoid ethnocentrism in the future world, we need to teach young people about other cultures and expose them to different perspectives.

THE PROPOSAL

Implementing the empowerment of youth is not expected to be immediate, and will likely encounter adultism, or prejudice from adults [28]. Youth empowerment occurs first through giving youth voice and seats in the rooms of decision makers, and second by providing them decision making power. Young voices should be consolidated and sanctioned to offer global problems resolutions from their perspective. Youth can be empowered by supporting them to collaboratively research and seek solutions on global problems in which they are most concerned. A regular series of replicated events that invite youth to identify and resolve problems would generate multiple creative solutions. Taking the many solutions to consensus building conferences would then be the basis for forming significant organizations and for drafting resolutions. Repeating this approach annually would create a network of inspired youth commissioners with a potential legacy of resolving conflicts and sustaining peace and security.

Here, I propose that annual “Teen Think Tanks” (TTTs) be established to challenge young people in a sociable multicultural setting to identify, research, and propose solutions for pressing global problems. Annual TTT events replicated at numerous locations, would be followed within a year by an “Annual TTT Congress”. The Annual Congress of all TTT envoys would provide a venue in which to select the most pertinent issue(s) of the year through consensus, and prepare working papers to be considered that year by the governing body, such as UN working committees. To vest power in these youth diplomats, the TTT Congress shall identify a process by which to select members for a TTT diplomatic mission to the UN to serve terms that overlap with the previous TTT diplomatic mission. The short two-year term is in keeping with time in which teens mature into adults. While the overlap assures continuity of efforts. These youth of all nations should, by first action, push for establishment of an “Intergenerational Council” as a Subsidiary Organ to the UN General Assembly or UN Security Council. Yet it may be necessary to start by establishing a Non-Governmental Organization (NGO) dedicated to promoting a consolidated agenda of ideas at individual TTTs and the Annual TTT Congresses both within the UN Committees structure and at all levels of local, national and international government. Ultimately the goal is to elevate youth to a position of power where they can effectively exercise the rights outlined in the Convention on the Rights of the Child [5]. Of course it may take considerable time for those in seats of power to cede control and allow placement of the Intergenerational Council to a high-level position, yet this should be an overriding objective of all TTTs until achieved.

TEEN THINKTANKS

Ethnic understanding between cultures and international peace can be motivated through cultural exchanges, especially youth exchanges [29]. One TTT



objective is to produce a continuous stream of young leaders, or “envoys”, with personal connections among a cohort of peers from across the globe. The TTTs will create cultural exchanges of sufficient length for young people to develop lasting interpersonal connections among envoys. Through TTT involvement, these envoys will learn to value those worldwide connections and recognize the importance of considering various ethnic perspectives when approaching global problems. Another TTT objective will be to produce creative, comprehensive solutions to intractable international problems. Each TTT will be charged with identifying major problems that are disrupting, or have potential to disrupt world peace and stability. The intent of the TTT model is to develop cultural awareness by immersing young people in a welcoming international setting where they are challenged to identify cross-cultural solutions. Repeating TTTs at numerous global locations, year after year would have three major outcomes: first, it would develop potential leaders with extensive personal international connections; second it would identify and offer solutions for world problems that most concern those citizens with the longest time perspective; and third it develops an organization where youth can advocate reasoned solutions from a consolidated multinational front.

Each of the 193 UN member nations should send an envoy to each TTT and host one TTT. The TTTs are intended to be replicated international exchange programs. Nations should nominate their best, brightest, and most intellectually hardworking teenagers as TTT envoys and support one to attend each of the TTT events. Each nation should also host one TTT with the important objective of providing envoys and chaperones an immersion into host nation’s language and culture. Each of the TTTs will have a duration of 6-8 months to provide sufficient time for a rich cultural exchange, to identify and research global problems, learn the structure of UN resolutions, and prepare reports and working papers for further consideration. Certainly, not all nations will choose to host a TTT due to expense, social, political or military conflict, environmental conditions, or philosophical disagreement with the concept. Yet, if there were 100 TTT each year with delegates from 100 nations, then 10,000 youth envoys would be immersed in a rich cultural exchange every year. Even ten TTTs hosting 50 envoys each would have significant impact.

Each of the TTT programs would provide a rich cultural environment in which young women and men can comfortably share ideas and interests among peers from around the globe. Cultural information would be provided by the host nation about the country in which a TTT is being held. The TTT envoys would also form problem solving workgroups to identify and offer solutions for the most pertinent and challenging global problems, while receiving instruction about UN governance procedures via on-line courses [30]. Accompanying elder international chaperones from non-host UN members would advise envoys, facilitate workshops, and evaluate cultural activities and instruction provided by the host. UN procedural instructions will also be included in the programs so that envoys can prepare relevant working documents [30]. Living and working together, the envoys at each TTT are charged with offering resolutions for challenging global problems that will then move forward to the Annual TTT Congress and ultimately to international governing bodies responsible for peace and prosperity such as the UN.

Think tanks cultural activities and instruction, including language instruction, will occupy about 20 hours per week, and problem solving workshops and



procedural instruction will occupy another 20 hours per week, with the remainder being free time. Host nation holidays will not include instruction, but may involve related cultural activities. Friends, relatives or politicians may visit TTT envoys only by scheduled appointment of limited number and duration.

HOST NATIONS

Each nation wishing to host a TTT will organize a program of instructional activities to teach the envoys about the culture and resources of the host nation. The program should immerse Envoys in local language, food, traditions, history, politics, geography, economy, sport, music, theater, etc. Envoys are expected to become conversant in the local or official language of the hosts. Activities might include visiting museums and historical landmarks, cooking traditional meals, making cultural videos, touring manufacturing facilities or other economic activity hubs, preparing for and attending local holiday festivals, attending sporting events, visiting local churches or temples, hiking in national parks, or visiting the shore. These activities should be used to reinforce and enliven academic instruction. Instructional material should include local language instruction, lectures, readings, and research projects, on topics that are relevant to the local culture like history, comparative religion, art appreciation, science, technology, engineering and math.

ENVOY NATIONS AND THE ENVOYS

Each envoy nation would select one envoy to attend each TTT. So each TTT should include representatives from all envoy nations and all envoy nations should offer dozens of envoys to be individually divided among TTTs. Envoy selection criteria would be similar to exchange student requirements [29]. Envoys must be late in secondary education and still pre-adult, or about 16-20 years-old. The intent is to select envoys with intellectual maturity and a youthful perspective. They should be scholars nominated for their effort and intellect. They should be clear and effective communicators, and demonstrate leadership abilities. Envoys should be confident, knowledgeable, forthright and articulate, yet still be interested in the views of others. Each nation must decide how to select envoys, given these TTT requirements. Overtime, common selection norms will likely develop and be adopted among envoy nations. Some cultures may not allow mature young men to work closely with mature young women of the same age, and require that men and women be separate. In that case, nominees may be restricted by gender. But those nations must accept that other nations are free to nominate whomever they see fit.

Envoys will travel to the host country where they will live with those from other countries and with international chaperones. The host country will instruct the conferees on the local language. The expectation is that most TTT representatives will at least learn informal oral communication in the local language during their stay because of daily immersion. That language then become common among all TTT envoys.

CHAPERONES

Chaperones will be selected from UN member nations to advise envoys, monitor living arrangements, facilitate envoy problem-solving sessions, and be independent observers of cultural activities and lessons offered by the hosts. Chaperones will be elder citizens past their professional working years. Chaperones should have made significant contributions during their life's work. Qualifying contributions should include successful business ventures, significant



scholarship in art or science, premier educators (at any level) or those deemed by the nation of origin to otherwise be an exemplar representative of high moral and ethical standards. To avoid biased political discourse by mentors, the last five years of a mentor's career and any current activities should be free from politics including elected positions, appointee of an elected official, foreign ambassadors, lobbyist, campaign staffers, and political science instructors. Mentors would be disqualified if they ended their career holding any of the above listed political positions.

PROBLEM SOLVING WORKGROUPS

Each TTT will be asked to identify global problems that are expected to have lasting impacts on world peace and stability. Topics should not only be important and relevant, but they should capture envoy interests. Workgroups will be formed around the identified topics with responsibility to research all viewpoints of the problem. Research must detail relevant preceding documents on the topic, interview critical players involved, and document critical facts in an orderly manner. Each workgroup will summarize the extent of their research on the topic for all-envoy discussions occurring regularly throughout the TTT. The all-envoy discussions might involve various formats such as informal updates, casual discussions over posters, expert panel discussions, and formal presentations. Each workgroup proposal presentation will meet common, mutually agreed upon deadlines for submission. These all-envoy discussions will allow the workgroups to at first offer what they see as a range of logical and acceptable solutions. During all-envoy discussion, workgroups should invite and receive feedback from their peers at the TTT representing various national perspectives. Workgroup membership should be adjusted to represent any and all pertinent perspective, particularly including those that find the topic compelling. Discussion feedback should be used by workgroups to refine the message that might either incorporate ideas generated by the full discussion or develop convincing arguments counter to those presented. Chaperones will facilitate discussions and reign in dogmatic or inflexible individuals. The purpose of iterative presentation and revision is to refine the solution and gain consensus among all envoys. As a result, a workgroups topic might narrow or expand depending on the objectives and potential for consensus. It is expected that some workgroups might dissolve, others might merge to combine similar topics, and new workgroups might emerge as captivating daily events occur that warrant global attention. Envoys will always participate in at least one workgroup. Late in the TTT the most compelling ideas will be selected to move forward to the Annual TTT Congress either by consensus or if necessary through a democratic process. At least one resolution to a vexing international problem must be offered by each TTT, yet it is expected that multiple resolutions will be produced, most of which will be decided upon through consensus.

Workgroup members should fully represent the problem being addressed. When TTT-selected problems involve nations represented by a TTT envoy, that envoy should be included in the workgroup. Involved nation representatives should be effective investigative fact finders for the workgroups on how their nation officially views the problem. Workgroup members from non-involved nations should serve the important role of filtering information from involved nations and placing that logically within the entirety of information gathered by the workgroup. If a TTT selected problem involves all nations, such as global population growth or climate change, then the range of perspectives –for example, developed vs. undeveloped– should be included among workgroup members. Gathering



information by workgroup members should first involve researching the spectrum of media outlets via effective internet connections including use of search engines, complete library access, and unfettered access to all modern and historic publications. Prearranged fact-finding interviews should be arranged between TTT envoys and responsible national officials using available global communications technology that allows archiving recordings. Inclusion of both involved- and noninvolved-nation envoys in problem-solving workgroups best represents the global perspective.

The TTTs should largely be self-managed. Only host-nation cultural programs and UN procedural instruction are compulsory. Topics, workgroups and solutions are choices made through envoy interests and group consensus. Robert's Rules of Order [31] or similar rules for civil debate should be practiced within all TTT discourse to assure order and respect among workgroups and full discussions.

ANNUAL TTT CONGRESS

An annual TTT congress will unite envoys from the previous year's TTT for the purpose of preparing working papers. An organizing committee selected from each of that year's TTT will work with staff to develop the congress program that might be modeled after mock UN assemblies. Mock UN assemblies are regularly conducted [32, 33] including simulated UN committees and procedures that can be used as templates to guide proceedings of the Annual TTT Congress. Concurrent seminars, panel debates, and workshops would consider individual problem resolutions and prepare working paper and draft resolutions including a heading, preamble, functioning parts, TTT sponsors and TTT signatories. The results of the annual TTT Congress would be then be synthesized at a closing plenary to summarize progress.

National delegations should be formed. Any TTT envoys from the same nation will consist of that nation's delegation to the Annual TTT Congress. Nations sending Youth Delegates to the UN should also send those same delegates to the Annual TTT Congress to work with their nation's delegation. The Secretary General's Envoy on Youth should also be invited to participate, perhaps as mock Secretary General.

Within the annual TTT congress, common topics from each individual TTT should be grouped into committees with respective coauthors for each TTT proposal as a member. To prepare the preamble section, committee members will assemble research from all TTT to account for most preceding documents and contributing events leading to the problem in question. Others committee members will prepare a synthesis of operative clauses to itemize various resolutions to the problem, with due account of all viable perspectives. Each of the paragraphs and clauses would then be debated among the committee with the purpose of preparing a fully formed working paper that can be offered to the chair for acceptance as a draft resolution.

Chaperones for current year TTT envoys are also expected to attend the Annual TTT Congress and participate. However, that participation should serve to interject the perspective of elder generations in an attempt to bridge the gap between pre- and post-decision making generations. Chaperones may also participate in their nation's delegation or combine efforts and act as an independent organization offering input to working committees.



The annual TTT Congress will also include a campaign for and election of delegates to serve on the UN Intergenerational Council. The number of delegates elected will depend on funding. At least three of every four delegates shall be TTT envoys, while no more than one in four shall be TTT chaperones. The Envoy on Youth, Youth Delegates would also serve positions on the IGC and may preside over the envoy and chaperone election.

INTERGENERATIONAL COUNCIL

A primary goal of the TTT network should be the establishment of an “Intergenerational Council” either at a high level within the UN or as an independent organization. Placing the Intergenerational Council at a high-level will honor the often repeated objective of empowering youth in decision making. Seating delegates from the Annual TTT Conference on the Intergenerational Council will allow continuity from conception of potential solutions at individual workgroups, through debate and consensus, to offering fully-formed UN resolutions. Youth moving through this process will be well prepared to be effective at a high level within the UN.

Intergenerational, in this sense refers to the presiding generation working in collaboration with youth to solidify a high-level organizational home within governance. Lodging the Intergenerational Council as a Subsidiary Organ at the highest levels is crucial for affecting change on behalf of young people. Yet intergenerational also implies solidarity with elder citizens [7]. By design TTT chaperones are chosen from retirees, that is to say those individuals that are older than the presiding generation and often searching for new horizons. Chaperones are also distinct in having careers that are separate from partisan politics, so that their advice might be more objective. Having mentored TTT envoys, these elders will be a crucial component of the TTT network and will likely maintain interpersonal connections that are appreciated by the envoys. Consequently, there is a natural role for elder TTT alumni to work within the Intergenerational Council to achieve solidarity among generations.

There are many potential high-level locations for the Intergenerational Council within the UN. One option is to create a Subsidiary Organ of the UN General Assembly with annual reporting responsibilities to the General Assembly. A second option is to locate the Intergenerational Council in the UN Secretariat working collaboratively with the Envoy of the Secretary-General on Youth. A third option is to create a Subsidiary Organ in the UN Security Council. The latter option is in keeping with the UN Security Council Resolution on Youth, Peace and Security [9] that intends to engage youth in settling conflicts and forging lasting peace and prosperity. Yet realistically, the greatest good TTT alumni could produce might be as an independent Youth NGO with global interpersonal connections where TTT-generated ideas can be promoted locally, nationally and internationally the fundamental rights defined in the Convention on the Rights of the Child [5].

The Intergenerational Council would work collaboratively with UN organizations working on both youth and aging to bridge the generation gap and equally represent all age groups. The groups that would be included in such a collaboration are the Secretary-General’s Envoy on Youth [34], UN Youth Delegate Programme [18], UN Interagency Network on Youth Development [35], UN United Nations Major Group for Children and Youth [36], the annual Youth Forum [12], UN Programme on Ageing [37], among others.



“Young people must become conscious of their responsibilities in the world they will be called upon to manage and should be inspired with confidence in a future of happiness for mankind.” [4]

3. Motivation

CORE VALUES

Effective administration, or governance in small or local organizations, occurs through personal connections established overtime. People come to know and respect each other primarily by sharing ideas and understanding about what motivates their alternative perspectives. Effective personal connections become more challenging as governing organizations grow to regional, national and international levels. Regional and national leaders might assume power primarily by building interpersonal connections up from within local organizations. External international connections are secondary to building consensus from within, consequently national leaders address international obligations with a focus toward achieving national, regional and local objectives. For national leaders to be effective world leaders they need a solid set of global interpersonal connections that compliment and their local connections.

The TTT governance model builds international connections among sociable young people. Young people are interested and curious about others in their age group. They naturally reach out to their contemporaries to seek understanding and acceptance. Consequently, they are open minded and willing to modify ideas as they extend their circle of friends and acquaintances. Local and national leaders have all moved through this natural stage of social development, most commonly with limited ethnic exposure. Youth that are immersed in a novel culture with others from various ethnic backgrounds should recognize the common good among people of all cultures. Immersing young adults in a multinational environment will inspire global ideas and motivations. The TTT model creates a broad and rich cultural environment and asks those involved to identify and develop solutions for modern global problems that often arise from ethnocentrism. Repeating such a youth diplomacy mission year after year with thousands of youth, will establish an international network of potential young leaders having close interpersonal connections with peers across the globe that value unique cultural contributions.

This approach establishes a new foundation for international governance that engenders cooperation among all cultures. It creates a new structure, a foundation, upon which to build. A structure composed of a global network of interpersonal connections that naturally foster multinational cooperation. Just as effective governance emerges from strong interpersonal connections at the local level, this model, at the same time, builds natural interpersonal connections at the global level.

This new model also encourages the establishment of a new “Intergeneration Council” as an NGO or a Subsidiary Organ of the UN. While youth empowerment is often emphasized, vesting power to youth is rarely achieved. Yet this proposed new model emphasizes the importance of youth for their creativity and flexibility, and employs elders as chaperones because of the potential for sage advice and



ridged oversight. Elder chaperones expand the intergenerational perspective and strengthen bonds between young and elder citizens. There are inherent developmental factors that interact with unique experiential factors that shape our ideas and motivations as distinct generations. A thriving nation will have a balance of all generations and should tap the unique perspectives of each. The Intergenerational Council would serve to assure the voices of all age groups, with special emphasis on supporting underrepresented youth. Achieving intergenerational solidarity and multicultural collaboration are the core values of this new governance model.

DECISION-MAKING CAPACITY

Decisions in TTT are made primarily through consensus. Topics and workgroups are formed based on all envoys' interests. Solutions generated by workgroups are presented in open forums with invited feedback and concept refinement to achieve consensus. Given offered solutions to various global problems, it will likely be possible to come to consensus on one or more proposed solutions to move forward to the Annual TTT Conference. However, there may be problems that a TTT deems so important that solutions must be offered and consensus cannot be reached due to minority dissent. Those proposals with wide support yet still lacking consensus may be selected by vote as deadlines approach. In that case, some envoys might choose to not support the resolution, making sponsorship and signatories appropriate for inclusion.

A similar approach would be taken at the Annual TTT Congress where attendees would need to come to consensus through debate and reconciliation. A fully formed working paper enjoying the support of most delegates could then be used for persuading UN committees to adopt TTT proposals working through the Intergenerational Council. Final decisions will require that the Intergenerational Council working as an NGO or as a UN Subsidiary Body will need to build consensus on the issues. Nations that had supported previous resolutions valuing empowerment of youth, and those having TTT alumni and membership in the Intergenerational Council should be incentivized to align with their youth representative to promote a common perspective. It is especially important for nations to maintain Intergenerational Council membership when involved in disputes under consideration. Intergenerational Council membership links the youth and elder perspective with that of the nation's regular delegation to develop a multi-generational consensus.

EFFECTIVENESS

As described above, effective governance occurs through trusted interpersonal connections. The expanding network of global personal connection created through multiple TTT occurring year after year supports effective multinational governance. Such a model is capable of handling many challenges and risks through mutual understanding. A continual flow of fresh ideas will come from annual TTT events, while continuity of objectives will result from overlapping two-year terms on the Intergenerational Council. Effectiveness then results from building strong interpersonal relations developed during global problem solving efforts. Youth leaders possessing such connections that are elected to positions on a high-level Intergenerational Council will have the capacity to persuade adoption of TTT-generated solutions that have been well vetted through the year-long research and consensus process.



RESOURCES AND FINANCING

TTT and host nation cultural programs are funded by host and envoy nations. No TTT can occur without financial support by nations involved. Host nations should cover costs of cultural activities and instruction. Host nations have the opportunity to share their culture with a set of broadly connected future leaders. A host nation's investment in such a formative learning opportunities will elevate that nations standing among all nations. Envoy nations should cover participant costs of attending TTTs and Annual TTT Congress including living expenses, travel costs, and registration fees. Chaperone living expenses and travel costs will be covered by their home nation. Nations committed to empowering youth should easily be convinced that this model is a way of honoring their commitment to empowering youth and assuring intergenerational solidarity. Private sponsorships for envoy, host and chaperone nations would be possible given transparent disclosure of contributions that are free of any further obligations. The costs of the Intergenerational Council will be met by the Principal Organ under which they are located. Should this not gain consensus, the Intergenerational NGO must seek support from nations whom the Council represents as well as other interested private and public organizations.

TRUST AND INSIGHT

The TTT process is transparent by design. Problem identification and workgroups are established through discussions among all members. Self-selecting groups may not exclude an envoy for any reason with membership being fluid and transparent throughout the process. Solutions are discussed openly, campaigned for, and feedback is sought during the all-envoy discussions. Workgroups should seek to build membership among envoys as a demonstration of consensus. Transparency continues through the consensus decision making process. If democratic ranking of ideas is necessary due to looming deadlines, the votes of envoys will follow open discussion and be through open ballots. Transparency would continue in the Annual TTT Congress through open committee discussions, consensus decisions, and producing working documents listing sponsors and signatories. Members that ascend to leadership within TTT and Annual Congress do so based on ideas and successful articulation of those ideas and open endorsements by their peers. If TTT delegates work on UN committees through a subsidiary body or NGO, the process would follow established procedures that are designed to engender trust and transparency.

Insight over existing governance models will be included as necessary research for any TTT problem offered as a solution. Research must necessarily include a description of former international agreements relevant to the topic, any relevant scientific or sociopolitical literature, as well as in-depth knowledge of the process within UN and other international organizations fostering peace and prosperity. Research on these agreements and organizations must be contained within any presentations or documents offered for consideration by these larger international bodies or within member nations. National governance procedures would be detailed by TTT envoys from those nations. Interviews with National officials as part of the TTT workshop research would be particularly helpful in gaining insight into national affairs and how each nation views their place in the international community.



FLEXIBILITY

The TTTs are inherently flexible, allowing each annual group to establish their own ideas and workgroups. The problem-solving TTT process of generating ideas, seeking and incorporating feedback from periodic all-envoy discussions is a model that encourages repositioning and refinement of ideas. New ideas are expected to be generated at each TTT, refined, and passed along to the Annual TTT Congress where all solution papers from that year are synthesized into a consensus working paper. New youth leaders are elected annually and serve a single two-year overlapping term, which encourages creativity and thus flexibility, while at the same time maintains continuity. This flow-through of ideas and envoys is highly fluid because the ideas are generated each year with little preconception. Self-selected problems and dynamic workgroups research the problem, propose logical solutions, seek feedback, and use that input to refine the concept into a consensus building document. Repeating this progression at multiple TTTs year after year further enhances flexibility as multiple solutions are generated and discussed.

The Annual TTT Congress receives multiple reports from the many TTTs feeding into the Congress. Many of these reports are likely to be on the same pertinent topics. Through presentation sessions, panel discussions and synthesis seminars, working papers should emerge. Working papers will represent a consensus opinion of favorable problem solutions from that year's envoys. Working papers should then be included on the agendas of UN working committees for consideration as draft resolutions. UN committees will further rework the ideas into UN resolutions that might be adopted by the appropriate organ. These carefully considered and iteratively reworked products developed by young people for adoption by the UN incorporate revisions and improvements at each step along the way.

PROTECTION AGAINST THE ABUSE OF POWER

There are many aspects of this model that protect against abuse of power if that is even relevant. Involving many individuals with multicultural backgrounds will buffer against any one individual or group of individuals abusing their position. Abuse will also be restricted by the short terms of service that are necessary as envoys become eligible and then age into adulthood. Chaperones are another form of protection. Their primary responsibility is to encourage civil discourse, assure envoy safety, and evaluate host nation cultural programs. Participating in international bodies like the UN and other multinational organizations provides further checks on special interests due to the need for open committee discussions. Yet, in fact, this model is about an attempt to achieve some semblance of power for youth. If youth had potential to abuse power, such an approach would not be necessary.

ACCOUNTABILITY

This model seeks to hold the decisions makers accountable to the younger generation. Past declarations promised empowering youth, which typically involved training, educating, employing, and polling the opinions of youth, but not vesting in them the power of self-determination. This model aims to continuously develop the capacity of youth to research and debate all sides of global problems that are important to youth. These connections will be made before aging into the ranks of the presiding generation. The network would also include elder chaperones, thus creating connections between pre-and post-decision makers. This intergenerational oversight is intended charge the presiding generation with making decision that include the long-term perspective



of youth. Establishing an Intergenerational Council would place youth in the position to hold the presiding generation to account for past promises and contemporary actions. If history is any example, the presiding generation will demand accountability and suppress youth in a constant struggle to maintain power. Consequently, empowering youth is a tool to increase accountability in governance.



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