



Summit2015

APPLYING NEW MODELS OF GLOBAL PROBLEM SOLVING AND GOVERNANCE

Embassy of Canada

Washington, DC
February 19-20, 2015

APPLYING NEW MODELS OF GLOBAL PROBLEM SOLVING AND GOVERNANCE

OPENING THOUGHTS

Global Solution Networks—an investigation of new models for tackling the world's most intractable issues conducted by The Martin Prosperity Institute at the University of Toronto and the Rotman School—has wrapped up Summit 2015. Our fifth international event, with over 120 participants, convened for a day and a half at the Embassy of Canada in Washington, DC.

Global problems are increasingly wicked—dangerous, multifaceted, deeply entrenched, and impossible to tackle alone. Throughout the event, participants wrestled with this complexity and conceived of networks that could address major global problems in innovative and dynamic ways. Whether a platform for women's empowerment, a governance network to steward global resources, or a standards network for a cashless society—the roundtables recognized the value of non-state networks to solve global problems.

Arguably we're at a turning point in history. Governments, companies and global institutions can now benefit from network effects to bring about change. They can create power through people, rather than over people. Through shared leadership and diffused power we can realize the potential of collaboration for adaptive and effective global problem solving.

Moving forward, the GSN program is shifting from research to implementation of these ideas. The project has assessed the current status of specific global problems and is now determining how to propose GSN based architectures and action plans for all stakeholders. We look forward to working with you on these projects and continuing to ensure that global solution networks achieve their enormous potential to create meaningful and lasting change.

We hope that you will continue to engage with us and global solution networks around the world.



Don Tapscott

Executive Chairman

Global Solution Networks

don@tapscott.com



Agenda

Thursday, February 19th

Keynote: The New Architecture of Global Governance

Don Tapscott

Reception

Hosted by the Embassy of Canada

Friday, February 20th

GSNs: Tackling the Hardest Issues

Don Tapscott

Panel: Global Solution Networks that Solve Real Problems

Moderated by Anthony Williams

Expert-Facilitated Roundtables: Identifying Gaps

All Summit Participants

Applying What We've Learned

Anthony Williams

Panel: Key Stakeholders in Global Problem Solving

Moderated by Don Tapscott

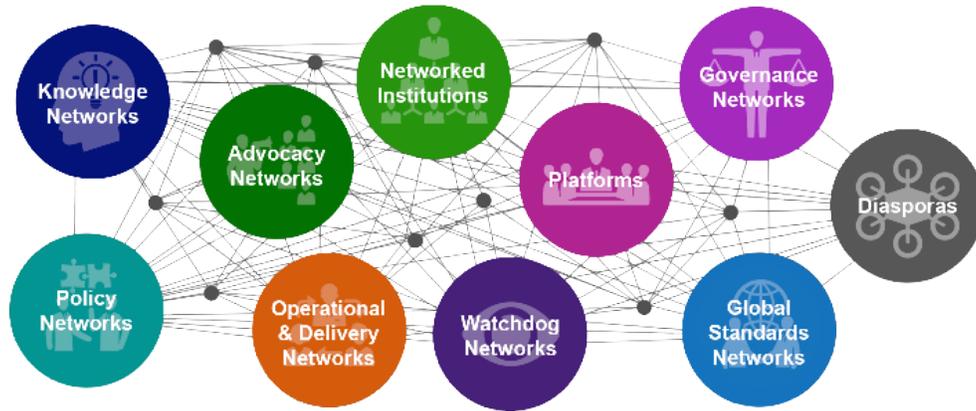
Expert-Facilitated Roundtables: Finding Solutions

All Summit Participants

Summit Report design and production: Deborah Harrity, Mary Milner, Jill Rundle

Global Solution Networks

Taxonomy of Network Types



1. **Advocacy Networks** seek to change the agenda or policies of governments, corporations or other institutions.
2. **Diasporas** pursue problem solving through kinship and ethnicity connections.
3. **Global Standards Networks**, non-state based organizations, develop technical specs and standards for virtually anything.
4. **Governance Networks** have achieved or been granted the right and responsibility of non-institutional global governance.
5. **Knowledge Networks** develop new thinking, research, ideas and policies that can be key to problem solutions.
6. **Networked Institutions** provide a wide range of capabilities even similar to state-based institutions but with a very different *modus operandi*.
7. **Operational and Delivery Networks** deliver the change they seek, supplementing or even bypassing the efforts of traditional institutions.
8. **Platforms** create the capability for other networks to organize.
9. **Policy Networks** create government policy even though they are not networks of government policy makers.
10. **Watchdog Networks** scrutinize institutions to ensure that they behave appropriately.

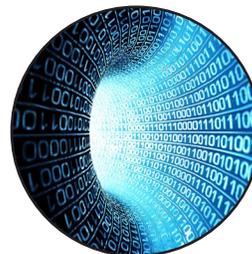
Four Characteristics of Global Solution Networks:



Consisting of Diverse Stakeholders



Self-organizing and Self-governing



Exploiting the Digital Revolution



Addressing a Global Problem

KEYNOTE: THE NEW ARCHITECTURE OF GLOBAL GOVERNANCE

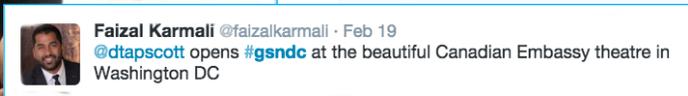


One of the most extraordinary outcomes of the digital revolution, the rise of the global civil society, and the emergence of business as a pillar of society is that multi-stakeholder networks can help solve global problems and even govern global resources.

Introduced by Gilles Gauthier, Minister for Economic Affairs

at the Embassy of Canada, Don Tapscott discussed new models of global governance: global solution networks. Tapscott focused on five tough issues: the governance of the Internet, climate and planet stewardship, employment and financial inclusion, health and human well being, and the governance of digital currencies.

These networks display a number of common characteristics including radical transparency, the value of merit over status, and soft power over coercion. However, greater collective awareness and collaboration are needed to create effective governance solutions to intractable issues such as climate change.



**The #GSNDC hashtag reached
at least 179,354 Twitter users!**



Core Presentations by the GSN Executive Team



Throughout the event, participants were given the core knowledge required to understand and implement global solution networks in the face of seemingly overwhelming global challenges.



Don Tapscott: Tackling the Hardest Issues

Tapscott prepared Summit participants for their roundtable sessions by introducing GSN program research. He called on authors in the room—Rob Fonberg, Diane Francis, Amit Kapoor, Mary Milner, and others—who provided the group with insights into global solution networks identified in their research. A few examples: the value of convening power within global institutions, the democratization of philanthropy by crowdfunding, and the individual empowerment created by platforms dedicated to issues such as violence against women.



“Developing the ‘Business of Me’ allowed the GSN model to really come to life before our eyes! We were able to see many elements of the issue ...A wonderful opportunity” —Kaili Levesque

Anthony Williams: Applying What We’ve Learned

In this content-packed presentation, Williams condensed the lessons learned from dozens of research projects. Strategies for implementing and scaling GSNs ranged from the basics of network design and leadership orchestration to techniques for engaging poor communities and the advantages of sharing data and other assets. He concluded with emphasis on the power of technology, the need to test and revise, and stressed that even marginalized communities have the ability to self organize. These concepts and many others are included in the *Field Guide* on our GSN web site and Hubs.





Expert Panels: Network Leaders and Stakeholders on the GSN Model



Panel One: GSNs that Solve Real Problems

Anthony Williams led a group of six global experts in a discussion of how multi-stakeholder, collaborative networks are creating breakthroughs on issues of global importance.

 **Monika** @MSKShepard · Feb 20

Listening 2 Anthony William talk about how @akvo & @globalforests r great examples of Global Solution Networks #gsndc

Panelists:

- **Brendan Guy**, Natural Resources Defense Council
- **Diane Francis**, National Post
- **Yasser Ansari**, Project Noah
- **Greg Lindsay**, Global Policy Institute
- **Ben Ramalingam**, Humanitarian Innovation Fund
- **Amit Kapoor**, Institute for Competitiveness India

The experts described the ways that their organizations are harnessing the digital revolution and the power of crowds to create change.

Panel Two: Key Stakeholders in Global Problem Solving

Moderated by Don Tapscott, the second group of panelists represented the diverse pillars of society that participate in successful multi-stakeholder networks. They discussed the role that each sector plays in global problem solving and the strengths and limitations that civil society, the private sector, citizens, and public institutions face when trying to contribute to collaborative processes.

Panelists:

- **Dinesh Sharma**, SAP
- **Maryantonett Flumian**, Institute on Governance
- **Rob Fonberg**, University of Calgary
- **Faizal Karmali**, The Rockefeller Foundation



Feedback from Summit Participants

The Summit provided particular value by:

bringing participants of **diverse backgrounds** together.

breaking down the usual divides of industry, NGOs and government.

group **discussions** and active **problem solving**.

turning theory into **actual solutions**.

learning about **case studies**.

learning about **implementation**.

networking with progressive minded individuals.

providing a space for **introducing, spreading, and enhancing global solution network ideas**.

Throughout, respondents expressed

significant interest in workshops and information on topics such as climate change and public health

and

opportunities for starting and scaling a GSN.



Expert Facilitated Roundtables

Roundtable participants were asked to identify gaps in current solutions and obstacles to success in eight global problem areas: climate change, cities, health & well being, human security & justice, employment & prosperity, planet stewardship, financial inclusion and new governance models. Collaborating as a group, each roundtable designed its own global solution network to tackle a specific challenge. Many of the groups intend to implement their ideas.

Here are their solutions:



“The GSN roundtable was a precious opportunity to leverage the foundation of GSN research and to engage diverse perspectives.” —Tom Baumann

Solutions

Networks designed to take on wicked global problems.

The outcome of Summit 2015 Roundtables: 8 new solutions for profound global issues.

1 Climate Change: A governance network to green the economy by enhancing linkages between existing climate change networks and by creating a platform for innovators and entrepreneurs to assess opportunities and assemble financial resources.

5 Employment & Prosperity: The “Business of Me” operational and delivery network will connect young people to ongoing skill building and mentorship opportunities. The network will also facilitate the development of entrepreneurial ventures.

2 Cities: An operational and delivery network, “The Trust Network,” to create a land trust through collaborative financing.

6 Financial Inclusion: A global standards network for establishing the common language, practices, and delivery mechanisms for a cashless currency.

3 Health & Well Being: A platform for facilitating crowdsourcing and crowdfunded solutions for the delivery of health services in humanitarian settings.

7 Planet Stewardship: A governance network focused on building a collective consciousness around sustainable resource management and building cooperation among stakeholders.

4 Human Security & Justice: A global watchdog network to map, track, and prevent incidents of violence against women worldwide.

8 New Models of Governance: A knowledge network for exchanging views and innovation in governance. The network also identifies gaps and obstacles to better global problem solving.

CLIMATE CHANGE

In the absence of a formal, globally coordinated response to climate change, hundreds of networks have developed mitigation and adaptation solutions. While these efforts are extremely valuable, a second generation approach is needed to dramatically increase global collaboration.

The Climate roundtable was led by Tom Baumann of the GHG Management Institute. After agreeing on the urgency of the climate challenge problem itself—what remains of the “carbon budget” that would allow us to stay within a relatively stable climate and the trillions of dollars, technologies and other resources needed to achieve that goal—discussion turned to the need for sustainable economic growth and decreased GHG emissions.

Challenges to deploying climate change solutions were identified, including an overall failure to

- **Tom Baumann**
GHG Management Institute
- **Stephanie Powers**
Council on Foundations
- **Francisco Fraga**
Procter & Gamble
- **Sandra Odendahl**
Royal Bank of Canada
- **Angela Baker**
Qualcomm
- **Brendan Guy**
Natural Resources Defense Council
- **Jacob Scherr**
Natural Resources Defense Council
- **Spencer Schecht**
American University



personalize the issue for key stakeholders and the need for better information and tools to support value propositions that enable financial resources to flow to entrepreneurs.

Combining the need to create standardized tools, innovative apps, and incentives for participants to get more engaged—the group decided to establish a governance network that links existing networks in the climate space. This would create a framework to facilitate information exchange and better integration between networks.

“The group was able to focus on defining a specific solution that addresses key challenges for deploying climate solutions in a way that supports sustainable economic growth without the growth of GHG emissions.”

Table Leader, Tom Baumann

The group also decided to create a platform that would enable innovators to develop apps that incorporate standardized toolkits and process this information flow. Entrepreneurs then use these apps to develop and advocate the value proposition of climate change solutions to investors, buyers, and other stakeholders.

SOLUTION: A governance network to green the economy and address climate change. Part one enhances linkages between existing GSNs (a “Network Exchange Schema” for climate collaboration). Part two creates a platform that enables innovators to develop standardized climate apps for entrepreneurs who will assess opportunities and assemble financial resources.

CITIES

By 2025, 60% of the world's population is expected to be living in cities. Rapid urbanization will cause significant stress on the existing infrastructure and social dynamics of cities. Yet, cities continue to be economic powerhouses—offering jobs and opportunities. In order for the benefits of cities to be maximized, it is vital that solutions are found to problems like urban poverty, pollution, congestion, and exclusion.

The Cities roundtable was facilitated by Greg Lindsay of the World Policy Institute. The group discussed urban issues such as transportation and congestion, lack of cooperation between public and private actors on urban design, austerity measures that have cut public services, and disaster preparedness. The role of major urban groups such as the academic and private sectors was also explored. It was difficult for the group to narrow down a specific problem to tackle as many of the issues are interrelated. Debate ensued about whether it would be valuable to create a meta-network where municipalities could access



- **Greg Lindsay**
World Policy Institute
- **Faizal Karmali**
Rockefeller
- **Heather Black**
Anomaly
- **Bridget Roddy**
US Department of State
- **Andy Shaindlin**
Alumni Futures
- **Christopher Vivone**
Cisco Systems
- **Bernhard Ritz**
SAP
- **Nausheen Iqbal**
American University

solutions occurring in other areas, or whether it would be better to start with a test case issue that could be scaled.

Ultimately, the group focused on the issue of affordable housing. Housing sits at the center of a whole host of urban issues, including inequality, austerity, and tenure. Community land trusts (CLTs) were developed in the United States fifty years ago as a citizen- and community-led

alternative to government-provided public housing. While CLTs have proven their longevity, they have proven difficult to scale. This is because their principal advantage—sequestering land via the trust to eliminate the volatility of housing price—requires significant up-front costs to acquire land for little return.

“While creating such a network would still require large initial investments for land acquisition, it would still be possible to use banked land as extremely conservative collateral to help launch revenue-generating businesses that could finance the operation of the trusts and later acquire more land, thus perpetuating the growth of the network.”

Table Leader, Greg Lindsay

SOLUTION: “The Trust Network”

would be an operational and delivery network that creates a land trust through collaborative

financing. The land held by the trust would be used as collateral to create public spaces and services. Multiple stakeholders would be brought in to take a grassroots approach to developing functional communities within cities.



HEALTH & WELL BEING

Around the world, healthcare systems are under severe strain due to demographic issues such as aging populations and socio-economic factors such as poverty.

Led by Ben Ramalingam, the group began by discussing the issue of how health information is accessed and shared globally. It was agreed that the transparency and flow of health information is crucial to all, but does not yet exist. For example, the human genome project holds the keys to major advances in medical treatments and technology, yet is difficult to access and take action upon. After significant discussion, the group began generating ideas for information platforms targeted at sharing and compiling health information.

The Health and Wellbeing roundtable ultimately pursued



- **Ben Ramalingam**
Humanitarian Innovation Fund
- **Michael Maccoby**
The Maccoby Group
- **Dinesh Sharma**
SAP
- **Carolyn Commons**
USAID Development Innovation Ventures
- **Samson Jarso**
Andromeda Institute
- **Guy Peri**
Procter & Gamble
- **Anna Muoio**
Monitor Institute
- **Colin Ewart**
Rick Hansen Foundation
- **Caitlin Connors**
The Fox Theory

the idea of establishing a crowd-sourced health innovation platform for under developed countries. This platform would allow grassroots individuals to post requests for crowdsourced information or crowdfunding certain projects. For example, someone on the ground in Haiti could post to the platform that they need assistance with testing

for a specific disease. Verified professionals from around the world would then respond with their knowledge and assistance, supplying potential solutions. The multi-stakeholder platform would include end-users (implementing organizations and beneficiaries), distribution networks, producers and suppliers, and donors. This platform would become a direct-to-user marketplace for crowdsourcing and crowdfunded solutions to humanitarian and developing country health issues.

"The health table had a broad representation of public and private sector, for-profits, non-profits, and academia. As we developed the idea of the crowdsourcing platform, we were able to clearly see how each of the stakeholders we represented could contribute to and benefit from such a platform."

Table Participant,
Carolyn Commons

SOLUTION: A crowdsourcing and crowdfunded GSN platform to accelerate the delivery of health services and innovations in humanitarian settings.



HUMAN SECURITY & JUSTICE

Human security is a relatively new way of understanding the linkages between humanitarian, economic, and social issues that exacerbate human suffering. While governments retain the primary responsibility for ensuring the survival, livelihood, and dignity of their populations, it has become clear during recent crises that some threats are beyond the control of any individual government or governments. A protracted and pervasive threat to human security impacts half of the world's population: women and girls. The World Health Organization estimates that 35% of women worldwide will experience either intimate partner violence or non-partner sexual violence in their lifetime.



- Diane Francis
National Post
- Karen Evans
US Cyber Challenge
- Monika Shepard
Global Integrity
- Mihaela Ulieru
IMPACT Institute for the Digital Economy
- Casey Connor
Liberty Global
- Anthony Williams
GSN
- Natalie Alm
US State Department
- Erika Crowell
US State Department
- Katherine MacLellan
GSN

Diane Francis, Editor-at-Large of the National Post, facilitated the roundtable on Human Security and Justice. Discussion quickly turned to solutions and the specific model of Harass-Map that is used in certain areas of the world to map, track, and prosecute incidents of sexual harassment and violence against

women. The table began to focus on the idea of scaling this to the global level in order to examine the scope of this problem, to track emerging patterns, and facilitate both knowledge exchange and public awareness. Participants at the roundtable established clear goals for implementation of the GSN and discussed partnership between the US State Department, corporate, and civil society partners to put the plan into action.

"I was heartened that participants, both at my session and in general, fully embrace the idea of creating an international utility that documents violence and provides an early warning system about countries, regions, cities, neighbourhoods and streets. I'm confident that this GSN, deploying other GSNs, NGOs, governments, and individuals, can be created in the future."

Table Leader, Diane Francis

SOLUTION: Global watchdog



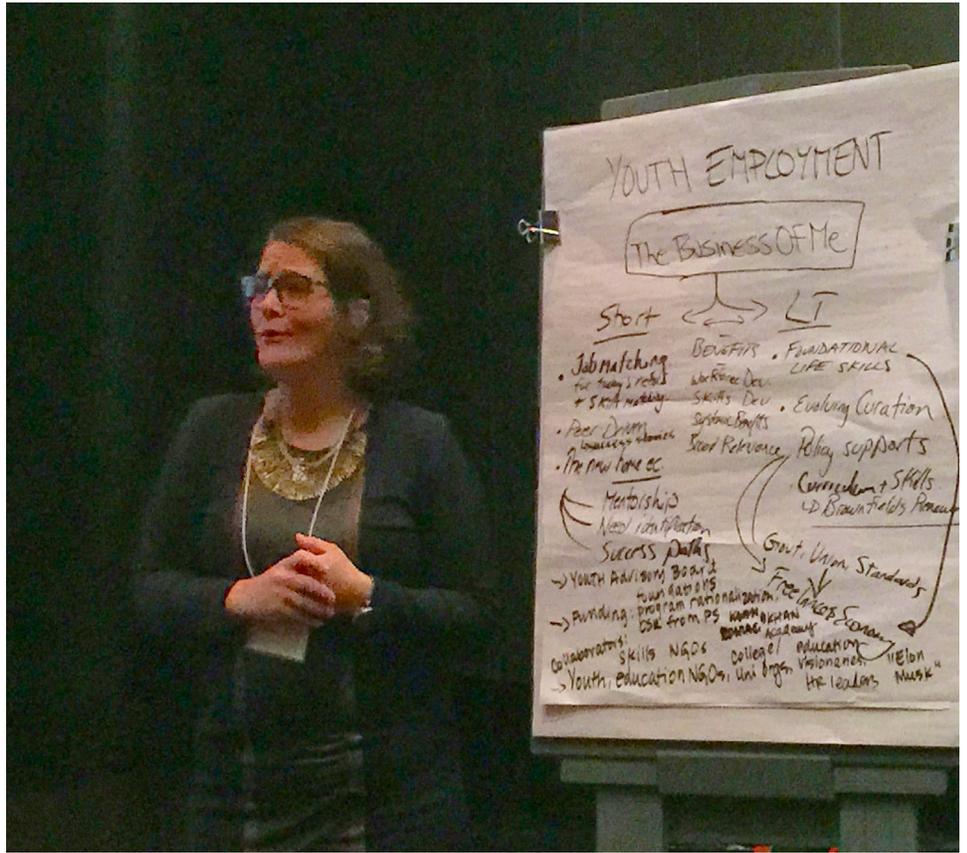
network to map, track, and prevent incidents of violence against women worldwide.

EMPLOYMENT & PROSPERITY

According to the International Labour Organization, more than 61 million jobs have been lost globally since 2008. Youth unemployment in 2010 reached its highest level since World War II. While the global adult unemployment rate sat at 4.5% in 2013, for youth it was 12.6%. Young people excluded from the mainstream end up feeling disenfranchised and become easy fodder for conflict. This, in turn, reduces the sustainability of economic growth, weakens social cohesion and security, undermines our democracies, and cripples our hope for sustainable development and peaceful societies.

Facilitated by Dan Herman, Executive Director of the Centre for Digital Entrepreneurship & Economic Performance, the Employment & Prosperity table agreed that a gap existed in the ability to efficiently connect young workers with ongoing mentorship, skill building opportunities, and both traditional and entrepreneurial employment pathway

- Dan Herman
DEEP Centre
- Dan Wellers
SAP
- Katherine Rowland
Markle Foundation
- Terry Ansari
Adobe
- Shirley Ann Off
Government of Canada
- Kaili Levesque
Industry Canada
- Allie Keihn
American University



The group envisioned a platform, “The Business of Me,” that would have both short- and long-term value. In the short term, the platform aims to connect youth with companies in a more granular, data driven manner, providing a more nuanced understanding of the skills that companies are seeking and how job seekers might better present and upgrade their skills to match. In the longer term, the platform will play a foundational role in an ongoing process of mentoring, skills, and knowledge upgrading, with a strong focus

on the development of an entrepreneurship curriculum. The network will play a central role in an ongoing process of skills redefinition that monitors the changing nature of work.

This operational and delivery network would be a peer driven, match.com style network of job seekers and mentors, as well as an advocacy network that works with schools, governments, and other stakeholders to build the curricula and services necessary to address youth unemployment by building the capacity of a new generation of entrepreneurs.

“Skills development for the next generation of workers needs to take on a ‘brownfields’ approach that focuses on flexibility, adaptability, and the wherewithal to ask not who will give them a job but rather what job they will create.”

Table Leader, Dan Herman

SOLUTION: The “Business of Me” operational and delivery network will connect young people to ongoing skill building and mentorship opportunities. The network will also facilitate the development of entrepreneurial ventures.

Operational & Delivery Networks

FINANCIAL INCLUSION

A recently published study, the Global Financial Inclusion Index (Global Findex), shows that only 50% of the world's adult population has a formal bank account, leaving 2.5 billion people worldwide in a category called the "unbanked." Lack of formal access to financial services results in a vacuum in which predatory lending, money laundering, corruption, and tax evasion prevail. These practices undermine governance, public services, and society.

Led by Richard Swart, Director of Crowdfunding Research at University of California Berkeley, and MC Dinh, of USAID, the Financial Inclusion table quickly became focused on the issue of cash. Cash is untraceable and often the root of corruption, money laundering, and tax evasion. Transforming the global economy to depend primarily on digital currency, rather than cash, presents a novel opportunity to increase financial transparency and create better banking and saving tools for specific populations.

- **Minchau Dinh**
*USAID
Development Innovation
Venture*
- **Richard Swart**
*University of California,
Berkeley*
- **Amit Kapoor**
*Competitiveness Institute
India*
- **Scarlett Aldebot-Green**
New America
- **Iris Ovadiya**
*Fabretto Children's
Foundation*
- **Aldrinana Leung**
US Department of State



With this issue in mind, the Financial Inclusion table narrowed down their proposal for a new GSN that would provide the foundational standards for a cashless currency. This

"Digital currencies have huge potential for financial inclusion. Everyone has a hand to shape what this cashless society looks like from the corporate world to civil society organizations. Our team believed one of the initial steps to reaching the unbanked was ensuring there are open standards for these digital currencies in the formal banking and mobile money infrastructure."

Table Participant, MC Dinh

standards network would be central to identifying and developing best practices and delivery mechanisms, targeting specific financial groups for new programs, and increasing financial and data literacy. This new GSN of "open standards for digital financial inclusion" would involve academic, civil society, corporate, and philanthropic stakeholders.

SOLUTION: Global standards network for establishing the common language, practices, and delivery mechanisms for a cashless currency.



PLANET STEWARDSHIP

The depletion of non-renewable and scarce resources presents severe sustainability challenges for growing and increasingly prosperous global populations. Escalating prices for food, energy, and water have created and exacerbated pockets of poverty. In June 2014, it was estimated that known reserves of oil will only provide 53.3 years' worth of oil at current production rates. Due to overfishing, global fish stocks of consumed species are expected to collapse by 2048. Already, over 1.2 billion people (one fifth of the world's population) live in areas of physical water scarcity. When water supplies run dry, people are unable to drink, wash, or water crops, leading to increased famine, disease, and poverty. Radical solutions are needed to ensure the sustainable use of natural resources.

Founder of Project Noah, Yasser Ansari, led a group of public, private, and civil society representatives through a spirited discussion of planet stewardship issues. The concept of planet stewardship was difficult to parse—touching on both a fundamental threat to

- **Yasser Ansari**
Project Noah
- **Sebastian Teunissen**
Solidaridad
- **Merryl Burpoe**
Hittite Green Solutions
- **Jeffrey Zwerner**
Natural Resources Defense Council
- **Nora Maccoby**
The Maccoby Group
- **Mary Milner**
GSN



human existence and a micro issue of specific resource use. A heated debate took place regarding the role of corporations in being a significant cause of resource misuse and over use—as well as a vital component to solution building. However, after a lengthy discussion about the various issues of planet stewardship and the existing networks that are addressing

specific facets of this problem, it was decided that a meta-network for governance and knowledge exchange would be pursued.

SOLUTION: A governance network focused on building a collective consciousness and building cooperation

among stakeholders. The meta-network would have three primary hubs based on the pillars of life: air, water, and soil. It would identify leading groups and individuals in each hub, and work to connect constituents. It would act as a brain trust for planet stewardship solutions, accelerator of emerging networks and technologies, and a unified front for actors dedicated to this issue.



"...whenever we tugged on a string, we found it was deeply connected to another...we decided to take a step back and develop a concept that could work as a meta-layer, connecting and guiding existing networks that were already addressing the most critical issues."

Table Leader, Yasser Ansari

NEW MODELS OF GOVERNANCE

Complex issues of global governance such as conflict resolution, climate change, and humanitarian crises are increasing in urgency. While the UN Security Council was created to provide fundamental overarching peace and security, it has been hopelessly deadlocked by the P5 for most of its 70-year history. In the face of international terrorism, protracted conflicts in the Middle East and Central Africa and emerging forms of conflict such as cyber warfare, traditional international governance institutions have struggled to provide meaningful answers.

Lynn St. Amour, Founder and CEO of Internet Matters, led the New Governance Models roundtable as it questioned the role of public institutions in the GSN era. Many of the governance networks explored by the GSN program do not include governments or state based institutions.

- **Lynn St. Amour**
Internet Matters
- **Rob Fonberg**
University of Calgary
- **Maryantonette Flumian**
Institute on Governance
- **Nora Dempsey**
US Department of State
- **Thomas Debass**
US Department of State
- **Danil Kerimi**
World Economic Foundation
- **Davide Cargnello**
Institute on Governance
- **Mihaela Ulieru**
IMPACT Institute for the Digital Economy



Traditional organizations do not have guidelines and policies in place to engage with new, networked organizations. It is vital that governance become dynamic, adaptive, and organic. Ultimately, it is up to traditional organizations to ensure that they stay relevant to today's challenges.

Primary obstacles discussed by the group included the

risk aversion of traditional organizations, disparate perspectives on the roles and responsibilities of stakeholders, and the difference between what governments are expected to be able to do versus what they can do in reality. The roundtable pursued creating a knowledge network aimed at unpacking the concept of governance in the 21st century and exploring gaps and issues with the goal of proposing and implementing innovation.

"The GSN program has opened my eyes and helped me rethink potential opportunities for governments to partner with these networks. I have become more thoughtful about the relationship between governments and digital networks and how governments use democratic legitimacy for better effects and impacts."

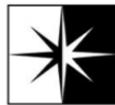
Table Participant, Rob Fonberg

SOLUTION: A knowledge network for exchanging views and for innovation in governance. The network also identifies gaps and obstacles to better global problem solving and management.





LIBERTY GLOBAL



NEW AMERICA FOUNDATION



APPLYING NEW MODELS OF GLOBAL PROBLEM SOLVING AND GOVERNANCE

NEXT STEPS

Summit 2015 brought together a passionate crowd of change agents from civil society, the public and private sectors, and innovative institutions.

- They heard from Don Tapscott, global experts, and network leaders about the benefits and challenges of the GSN model.
- They animated roundtable break-out groups and applied their energy and knowledge to addressing new GSN challenges.
- They built solutions that are original and ambitious—solutions you can review in this Summit 2015 report.

Their contributions were tremendous.

As we move from analysis to application, the GSN program will:

- Encourage interaction and connection on our brand new platform and its four issue-focused Hubs—the defining resources of expert insights, cases and field tools for global problem solving at GSNetworks.org:



Employment & Prosperity



Climate & Planet Stewardship



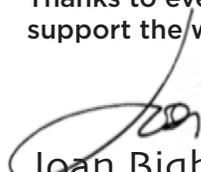
Health & Human Security



Cities

- Continue to stimulate collaborative GSN problem solving through workshops and events.
- Build a network of networks—GSNs that are working toward common goals with shared purposes. We encourage you to share and connect with our growing movement!

Thanks to everyone who contributed time and ideas to the Summit and to all those who support the work of GSN. We have important work ahead and we're counting on you.


Joan Bigham, EdD
Executive Director
Global Solution Networks

joan@gsnetworks.org