



# Global Solution Networks

## Research Agenda

There is a growing urgency to rethink approaches to global problem solving, cooperation and governance for our hyper-connected world. New collaborative, adaptive models are self-organizing to address the dynamic requirements of twenty-first century realities. The Global Solution Networks (GSN) research program is exploring the definition, evolution, purpose, resilience, impact, challenges and successes of these efforts.

Through a series of major research projects and lighthouse case studies led by global experts, GSN will identify and explain key issues, strategies and approaches and deliver related tools that can help these new platforms scale and become material on the global scene. Already completed research can be accessed by the links below. Expert project leaders have been assigned to all projects that are under way. Nominations are welcome for unassigned projects.

### RESEARCH PROJECTS

#### STREAM ONE: What Makes GSNs Tick?

Projects in Stream One focus on understanding how global solution networks function, their strategies for success, their interactions with stakeholders, their use of technology, the challenges they typically encounter and the broader implications for global problem solving.

[Introducing Global Solution Networks: Understanding the New Multi-Stakeholder Models for Global Cooperation, Problem Solving and Governance](#) – Project Leader Don Tapscott, Executive Director, Global Solution Networks

Foundation research for the GSN Program. This white paper establishes a new taxonomy and language for discussing multi-stakeholder networks for global cooperation and governance.

**A Global Roadmap to Crowd Capital: At the Intersection of Innovation, Philanthropy and Entrepreneurship** – Project Leader Richard Swart and Crowdfund Capital Advisors

A growing number of crowdfunding platforms now cater to non-profit initiatives and development projects and thus provide an alternative or supplementary source of funding for initiatives and networks that have often relied heavily on grants from governments and foundations. The report will examine how GSNs are using crowdfunding platforms such as Kickstarter and Indiegogo to gain financial support for network initiatives and projects from individuals around the world. It will also establish a roadmap specifying how GSNs can position their crowdfunding campaigns for success.

**Bridging the Digital Divide and Overcoming Impediments to the Growth of Global Solution Networks** – Project Leader (TBD)

Given that the Internet is the foundation of new models of problem solving, lack of access is a critical impediment to broad-based engagement. Traditional approaches to overcoming the digital divide, a term first coined by Don Tapscott in his 1997 book *Growing Up Digital*, have had limited success. Yet with the explosion of mobile computing the gap is closing dramatically. What can networks do to overcome this problem? How do you build a network when key stakeholders don't have access?

**[Crowdsourcing Solutions to Global Problems](#)** – Project Leader Anthony Williams, Executive Editor, Global Solution Networks

Crowdsourcing can be defined as the outsourcing of tasks traditionally performed by specific individuals to an undefined large group of people or a community (crowd) through an open call for collaboration. Nearly every global issue today – from air and water quality to the governance of global financial services—could benefit as a result of having a larger crowd of informed individuals helping to generate, vet and implement new solutions. Consider these examples: the rapidly growing practice of crisis mapping, the use of crowdsourcing to develop global public policy, or epidemiological experimentation with crowdsourced science to improve the detection of public health threats.

**Global Resilience Mapping: A High-Level Assessment of Resilience Initiatives** – Project Leader Kristy Buckley, Senior Mediator, Meridian Institute

Resiliency means having the organizational capacity to absorb and react positively to change and disruption. And in an increasingly interconnected world where disruption is the norm rather than the exception, resiliency is becoming a vital attribute for all models of organizations and institutions. This project will investigate the concept of resiliency in global problem solving and address key questions such as: Are global solution networks inherently more resilient than the multilateral institutions that have historically held jurisdiction over global issues? What specific

network attributes foster resiliency (e.g., decentralized decision-making, participant engagement strategies, distributed infrastructure or diverse funding sources)? And, how can traditional multilateral organizations and NGOs build networks to bolster resiliency and foster engagement in the face of change?

**[Globalization and Global Problem Solving](#) : Five Basic Design Principles** – Project Leader Pankaj Ghemawat, Professor of Global Strategy, IESE Business School

Global problems like climate change or human trafficking are quite different in character and require very different approaches to solving them in large part because the degree to which they are truly global in scope has a significant bearing on whether the solutions require genuine international coordination. Are there unique GSN design principles that can help inform the design of the processes and networks that are best equipped to offer solutions to global problems?

**[Mobile Computing and Global Problem Solving](#)** – Project Leader Anthony Williams, Executive Editor, Global Solution Networks

Mobile computers—including smartphones, GPS wrist-watches and tablets—are not only transforming the nature of computing, they are revolutionizing the way we work, learn, create and collaborate to solve problems. With mobile devices spreading faster than any other consumer technology in history, they have become one of the most important tools in the toolkit for global problem solvers—from new opportunities to deliver, to vital services for disenfranchised communities, to the ability to engage people and organizations that were previously excluded from global decision-making—thereby allowing global solution networks (GSNs) to operate with greater legitimacy.

**Network Orchestrators: How Organizational Entrepreneurs Can Build Global Solution Networks** – Project Leaders Thomas Hale, Blavatnik School of Government, University of Oxford and Kenneth Abbott, Arizona State University

Network orchestrators are key catalysts, mobilizers, supporters and/or enablers of a network of diverse actors taking action on a global problem. Some GSN orchestrators may be loosely linked in a network structure. Others work within large international organizations such as the World Bank and the UN. They may set standards to regulate target actors, provide targets with benefits such as financing or technical assistance, or provide public goods such as information. The orchestrator is able to play this role because of a unique set of attributes, including public legitimacy, network centrality, convening power, financial resources and social capital. This report examines the critical role that orchestrators play in global problem solving with a view to understanding how network orchestration can achieve governance outcomes that no organization could achieve acting alone.

**Platforms for Global Problem Solving : How Online Platforms are Revolutionizing Social Change** – Project Leader Anthony Williams, Executive Editor, Global Solution Networks

Social media and social networks are a vital part of the emerging technological infrastructure that has made global solution networks a powerful addition to the global problem solving landscape. Nowhere is this more the case than with the rise of increasingly powerful online platforms that are making today's solution networks much more global, distributed and technologically sophisticated than their 20<sup>th</sup> Century predecessors. Organizations such as Greenpeace, Amnesty International and Oxfam remain important and visible manifestations of civil society. But recently the advocacy and non-governmental sector as a whole has been exploding with legions of smaller organizations and networks becoming active around an increasingly wide range of issues and projects at local, national and international levels. The report examines three kinds of collaborative action platforms that are active on the global scene: platforms for advocacy and social change, platforms for group challenges and platforms for transparency and open data.

**Seven Power Tools for Global Solution Networks** – Project Leader Miriam Leia Bekkouche, Innovation Officer at Canadian Consulate General - New York; Founder of Canadian Technology Accelerator in NYC

As more global solution networks emerge on the international scene, there is an evident need for a bigger toolbox for solving societal problems and a better understanding of how and under what circumstances one should use a particular tactic or combination of tactics to achieve a particular outcome. This toolbox could also be conceived as a “pattern language” for global problem solving—a set of reusable arrangements of physical, human and intellectual capital that will work to solve a particular problem in a particular context. A variety of new tools and patterns have already emerged, including advanced market commitments, prizes and challenges, impact investing, incubators, patent pools and open source communities. This report will capture and organize the lessons that have been learned from using, supporting or observing these emerging tactics in practice.

**The Internet of Everything - Global Problem Solving** – Project Leader Anthony Williams, Executive Editor, Global Solution Networks

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increasingly wide range of issues and projects at local, national and international levels. The report examines three kinds of collaborative action platforms that are active on the global scene: platforms for advocacy and social change, platforms for group challenges and platforms for transparency and open data.

## **STREAM TWO: The Five Pillars of Global Solution Networks**

Projects in Stream Two focus on understanding how the different classes of stakeholders that participate in GSNs can unleash the potential of global web-based networks for cooperation, problem solving and governance. The five classes of stakeholders – that is, the five pillars of global solutions networks – are: Government, Business, Philanthropy, International Institutions and NGOs/Individuals.

### **Global Governance from the Ground Up: NGOs and Civic Networks in Global Problem Solving – Project Leader (TBD)**

Decades of participation in local and international development efforts have shown that civil society networks and NGOs can be effective change agents and make important contributions to decision-making with a blend of effective leadership and adequate access to information and resources. At the same time, individuals can now bypass traditional non-governmental organizations and participate directly in global solution networks. But tough questions await those seeking to make an impact on the global agenda. Can civic networks and other non-governmental bodies wrestle with legitimacy questions and operate with the level of transparency and accountability that society demands? And how can global solution networks best harness the energies of citizens and NGOs in rebuilding our institutions for global governance?

### **Rethinking the United Nations for the Networked World – Project Leaders Bruce Jenks, Columbia University School of International and Public Affairs; and Don Tapscott, Executive Director, Global Solution Networks**

Many leaders of traditional global institutions, particularly the UN, are openly questioning whether these organizations are fit for function in the post 2015 Millennium-Goals world. A new paradigm of global cooperation and governance is emerging where self-organizing, multi-stakeholder networks can do much of the work of traditional institutions, and perhaps more effectively. What has been the experience of UN agencies and other multilateral institutions cooperating with or even harnessing the power of multi-stakeholder networks? Is there a game plan for global institutions to benefit and partner more effectively with the new networks to help improve the state of the world?

**The Evolving Role of Philanthropy in Global Problem Solving** – Project Leader Barbara Kibbe, Director of Organizational Effectiveness, S.D. Bechtel, Jr. Foundation

Philanthropy is playing an increasingly important role in advancing solutions to global problems with a growing diversity of approaches and players ranging from Kiva.org to the Clinton Global Initiative to venerable foundations such as Ford and Rockefeller. What are the strengths and weaknesses of various philanthropic models and how should philanthropy evolve to meet the challenges and opportunities of a networked age?

**The New Role of the State in Global Problem Solving** – Project Leader Rob Fonberg, Former Deputy Minister of National Defence (Canada)

While only national governments possess the powers of taxation, rulemaking and coercion, the disaggregated nature of power and authority in today's world means that governments cannot meet the challenges of global governance alone. Other actors, including businesses, civic organizations and individuals, will have to be involved in developing and implementing solutions to global problems. But can national governments make the transition to a more collaborative and dynamic model of problem solving, one where states contribute leadership, democratic input, and state resources into a shared project of building more responsive institutions of global governance? How will the role of elected officials and legislative assemblies change? What roles might states discard? And what new responsibilities and challenges will await national governments as they enter a more complex and fluid era of global problem solving?

**The Role of Business in Global Problem Solving** – Project Leader Jim Daly, former Editor of TED Books, with SAP and Accenture

While companies have not always been viewed as legitimate formal players in our institutions for global cooperation and governance, many corporate leaders are playing a significant role in solving global challenges, both individually and as participants in business coalitions and multi-stakeholder initiatives. This project will examine the various roles the business community is playing in global problem solving and forecast how these roles are likely to evolve over the next decade. How can companies make productive and legitimate contributions? What new institutions and supports could enhance the contributions that businesses make to global solutions?

## STREAM THREE: Investigation of the 10 Types of Global Solution Networks

Stream three projects will investigate the unique characteristics, dynamics and strategies of the 10 network types identified in our landmark piece, [Introducing Global Solution Networks](#). The following questions will be addressed in an investigation of *each* of the ten network models:

How does the network function? What are some great examples? What technologies do they use? How do they handle the tough issues of legitimacy, accountability, representation, resilience and transparency? How do they measure their success? How do they interact with States and state-based institutions? What can we learn from them? What is needed to take them to the next level of impact or scale?

[Advocacy Networks](#) seek to change the agenda or policies of governments, corporations or other institutions – Project Leader Anthony Williams

**Diaspora Networks** are global communities formed by people dispersed from their ancestral lands who, because of the Internet, are able to collaborate in multi-stakeholder networks to address and help solve common, global problems – Project Leader (TBD)

[Global Standards Networks](#) are non-state based organizations that develop technical specifications and standards for virtually anything, including standards for the Internet itself – Project Leader Rawn Shah

**Governance Networks** have achieved or been granted the right and responsibility of non-institutional global governance – Project Leader (TBD)

[Knowledge Networks](#), which develop new thinking, research, ideas and policies that can be helpful in solving global problems. Their emphasis is on the creation of new ideas, not their advocacy – Project Leader Adam Killick

**Networked Institutions** provide a wide range of capabilities often similar to state-based institutions but with very different *modus-operandi* – Project Leader (TBD)

[Operational and Delivery Networks](#) actually deliver the change they seek, supplementing or even bypassing the efforts of traditional institutions – Project Leader Mahsa Hedayati

[Platforms](#) create the capability for other networks to organize – Project Leader Anthony Williams

**Policy Networks** create government policy even though they are not networks of government policy makers – Project Leader Anthony Williams

**Watchdog Networks** scrutinize institutions to ensure they behave appropriately – Project Leader Kathryn Semogas

## **STREAM FOUR: Network Solutions for Global Issues**

Today’s challenges demand solutions that transcend the traditional boundaries of the nation-state—solutions that include authentic stakeholder participation and new initiatives in social innovation that extend beyond communities and nations to the global stage. These reports focus on how various types of GSNs are addressing a wide range of global issues.

**Addressing the Climate Crisis with Networks of the Willing and Committed** – Project Leader Dr. Edward Marshall, Founder, Center for Climate Leadership

With the exception of a few vocal dissenters, virtually all scientists now agree that the risks associated with a substantial warming of the planet are far too great for the world to do nothing about the soaring levels of CO2 emissions we pump into the atmosphere. Rising average surface temperatures combined with rapidly expanding deserts, melting polar ice and ocean acidification already provide what many of the world’s top scientists believe to be unequivocal evidence that human activities are fundamentally altering the Earth’s climate. Given the epic failure of multilateral efforts to address climate change, this report will examine the potential for Internet-based platforms for social innovation to unite networks of the willing and committed across national borders, allowing new ideas, relationships and partnerships to surface in the pursuit of concrete initiatives to reduce carbon emissions.

**Digital Currencies and the Future of Money** – Project Leader Alex Tapscott

Throughout the Industrial Age, currencies were based on nation-states. The digital revolution is bringing something new, which has profound implications for everyone. Digital currencies are de-centralized peer-to-peer networks that have no affiliation with any one state and that endeavor to make transactions faster and cheaper. They derive their value from encrypted code; they work almost exclusively over the Internet and they depend on users to monitor and regulate their use and misuse, and manage supply. They function like money as a medium of exchange, a unit of account, and a store of value.

This paper will explore the phenomenon of digital currencies using the GSN lens: How these networks work; their benefits and challenges; how they achieve legitimacy; how decisions are



made; what the dangers are; and finally, how governments, corporations and civil society organizations should respond.

**Digital Revolution: Silver Lining for Sustainable Agriculture and Global Food Security against the Threat of Climate Change** – Project Leader Alastair Marke, Fellow of the Royal Society for the Encouragement of Arts, FRSA

Food security is a growing 21st century issue, made more complex by the concurrent threats of climate change and population growth. How will the emergence of digital technologies or Web 2.0 help address the inability of traditional state-based institutions to cope with the global issue? This project will explore the purpose, impact, challenges and successes of emerging “knowledge networks” and “operational/delivery networks” in a range of subjects, from GM seeds research by “citizen scientists” to transfer of agricultural techniques to poor farming communities with innovative digital platforms. Through a series of case studies, we will identify and explain key issues entailed in global food production, observed strategies and approaches of emerging multi-stakeholder networks that could help unleash the potential of global web-based networks for cross-domain, cross-strata collaboration in addressing food security against the threat of climate change.

**Global Parliament of Mayors** – Project Leader Benjamin Barber, Senior Research Scholar, The City University of New York

With globalization on the one hand and the growing importance of cities on the other there is increasing disintermediation in many roles of the nation state. Cities are becoming increasingly networked and collaborative in their approach to solving issues such as climate change. At the same time, cities are important nodes for localizing global solutions. This project will examine the hypothesis that cities are becoming a critical venue for global problem solving. What roles will cities play in the future and how can we enable the residents of urban centers to participate more effectively in global problem solving?

**Financial Inclusion : Developing 21<sup>st</sup> Century Financial Services Solutions for the Unbanked Poor** – Project Leader Amit Kapoor, Competitiveness Institute of India

Access to financial services for all citizens is a requisite for a range of social needs including health care, education, Internet access and active engagement in the processes of global problem solving. But the recently published 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.” Broad financial inclusion is a cornerstone for an open and efficient society, and thus growth, equality and global stability. “Banking the unbanked” is a policy priority for foundations, agencies, governments and financial institutions and multi-stakeholder networks offer solutions.

### **Global Solution Networks and the Coming Energy Revolution** – Project Leader (TBD)

The world stands at the brink of a new energy revolution – one that will fundamentally transform the ubiquitous but largely invisible infrastructure that powers every home appliance, every medical device, every light source and virtually every industrial process, from agriculture to construction. The fossil fuel-based economy is coming to an end and a new green energy economy is emerging in its place. Inertia in the global energy system, however, is stifling innovation and the need for global solution networks that can foster cross-sector collaboration to develop and scale new technologies is paramount. This report will examine the role of GSNs in driving innovation in the world's energy infrastructure, from catalyzing new sources of energy supply to providing platforms for smarter energy services to fostering a culture of energy prosumption in households and businesses.

### **Global Solution Networks and the Fight against Gender Violence** – Project Leader Diane Francis, Journalist, Author and Editor-at-large, the *National Post*

Gender-based issues reflect and reinforce fundamental cultural inequalities between men and women around the world. Among the most urgent, gender-based violence constitutes a breach of the fundamental right to life, liberty, security, dignity and equality between women and men. Gender violence issues range from domestic violence and rape to practices such as female genital mutilation, forced marriages and honor crimes to trafficking in women, forced prostitution and violations of human rights in armed conflict. This major global GSN project will explore the opportunity for multiple types of multi-stakeholder global solution networks to impact these problems.

### **Global Solution Networks and the New Paradigm for Protecting Human Rights** – Project Leader Morris Rosenberg, former Deputy Minister of Foreign Affairs (Canada)

From eradicating child slavery to securing free speech, a free media and free association, struggles for human rights are being waged daily around the world. In the old paradigm, promoting freedom and human rights was the job of the UN, national diplomats and a handful of NGOs. Today, hundreds of millions of oppressed people use mobile phones and modern communications platforms like Twitter to build networks that thrive on transparency and leverage highly decentralized forms of organization to outwit and outmaneuver traditional political and military hierarchies. At the same time, the business community has become a more active participant in addressing human rights, partnering with other stakeholders for supply chain audits and labor standards initiatives. This report will examine challenges and opportunities facing the new, multi-stakeholder paradigm as GSNs confront the diverse human rights issues facing oppressed peoples around the world.

**Global Solution Networks and the War on Urban Congestion** – Project Leader Greg Lindsay, Journalist and Urbanist

Traffic and urban congestion are some of the most pressing and vexing issues facing major metropolitan regions around the world. Not only is congestion a major source of lost productivity and a blight on quality of life, the 600 million cars on the road today account for 10% of global CO2 emissions, not to mention the cocktail of noxious fumes that make cars one of the single largest sources of atmospheric pollution and a major contributor to respiratory problems and other public health challenges. With traffic and congestion forecast to grow dramatically as the global car fleet rises to 3 billion by 2050 – and with governments apparently unable to rein in the problem – this report will review an array of new technology-enabled, multi-stakeholder efforts to develop innovative transportation solutions from networks that facilitate shared car ownership with dynamic pricing models to social networks that motivate commuters and travelers to choose efficient transportation alternatives through mutual encouragement and friendly competition.

**Global Solution Networks for Health Promotion** – Project Leader (TBD)

Around the world, healthcare systems are under severe stress for a range of reasons: demographic and lifestyle factors such as aging populations and poor diets; socio-economic factors such as poverty; the rise of global pandemics like HIV/AIDS and avian flu; etc. Contributions from all sectors will be required to facilitate a deep transformation in the way society copes with health afflictions and promotes physical well-being. This report will explore how emerging multi-stakeholder networks are responding to a variety of urgent healthcare challenges, including: efforts to develop drugs for diseases that affect the poor; technology-enabled infectious disease surveillance strategies; and social networks that enable patients to contribute to the total sum of medical knowledge, share information, support each other and become active in managing their own health.

**Mobilizing Global Networks to Combat the Looming Crisis of Water Scarcity** – Project Leader (TBD)

A looming scarcity of fresh water is shaping up to be a catastrophe for humanity. 2.8 billion (or 44% of the world's population) live in regions where fresh water resources are already under severe stress. This troubling figure is set to rise to 3.9 billion by 2030. The challenge of securing access to fresh water is so immense that the world will need some of the smartest minds focused on finding solutions before water shortages erupt into conflicts. This report will survey the growing number of multi-stakeholder networks that are developing novel solutions to address water scarcity: from global knowledge networks focused on disseminating leading edge water management practices to governance networks that broker partnerships and mediate conflicts over shared water resources to technological platforms that enable researchers and public officials to monitor water quality and availability in real-time.

**Moving to Electronic Payments: Implications for Small and Medium-Sized Businesses** – Project Leader Walid Hejazi, Associate Professor, Rotman School of Management, University of Toronto

There is a widespread concern among citizens and in government about the cost of digital financial services. However evidence suggests that such costs pale in comparison to the cost of cash. For example, cash is costly for governments to produce and for retailers and financial institutions to handle. Cash can facilitate criminal activity, corruption and the underground economy. But most importantly, research suggests that economies where cash plays a major role in transactions are less efficient, productive and competitive than economies that have transitioned to digital transactions. This research will use Canada as a test case to show how cash is a massive impediment to entrepreneurship, business and prosperity in general.

**Networked Development: The Potential for Global Solution Networks to Transform Foreign Aid** – Project Leader Ben Ramalingam, Author *Foreign Aid on the Edge of Chaos* (to be confirmed)

Since their inception in the 1960s, foreign aid programs offered by governments in wealthy countries have had a history of mixed or sub-optimal results, leading many to question the value of such programs. But rather than abandon all efforts to provide assistance, new multi-stakeholder approaches suggest a new way forward. Instead of only providing direct aid to countries and civil society organizations, countries offering development assistance could be curating Global Solutions Networks where the resources of corporations, NGOs, other government agencies, foundations, academics and foundations could be orchestrated – lowering the costs of aid and at the same time increasing its impact and efficacy.

**[New Tools for Tackling Poverty](#)** – Project Leader Sara Boettiger, Adjunct Professor, Department of Agricultural and Resource Economics, University of California, Berkeley

Some of the most powerful questions about Global Solution Networks revolve how they might change our ability to tackle poverty. GSNs can improve on three areas where traditional international institutions have encountered problems in addressing poverty: representation, inclusivity and efficiency. At the same time, GSNs face their own challenges, including insufficient direct involvement of the poor. This report will examine examines the current realities of making GSNs possible among the poor and proposes future areas of innovation that may be necessary if we are to achieve their participation.

**Solving Global Youth Employment: Global Perspectives on Today’s Burning Policy Challenge** – Project Leader Dan Herman

Driven by long-term shifts in the labor market and on-going poverty and inequality, youth employment challenges have mounted steadily over the last decade and reached a crisis point in the wake of the Great Recession. The long-term consequences of youth unemployment are

severe. Individuals who fail to transition to stable jobs by their early 20s are at risk of experiencing more frequent and prolonged spells of joblessness, permanently lower earnings, and greater difficulty building a secure financial future for themselves and their families. With global youth unemployment at 73 million in 2013, only a truly networked response that involves governments, companies, educational institutions, foundations and NGOs can generate robust and scalable approaches to addressing the skills development and employment challenges facing today's youth. Based on a global scan of youth employment initiatives, the report will identify technology-driven, multi-stakeholder solutions with the potential to get a significant percentage of the unemployed youth population into the job market.

**[The Remarkable Internet Governance Network Part I: Understanding How a Global Ecosystem Can Govern](#)** – Project Leaders Lynn St. Amour, President & CEO, Internet Matters, and Don Tapscott, Executive Director, Global Solution Networks

While the Internet is a critical enabler of new models of global problem solving it is also governed itself by a Global Solution Network. This ecosystem is coming into conflict with the Internet and its content. This is an historic conflict and will be rich with lessons about the new models, their effectiveness and challenges.

**[The Remarkable Internet Governance Network Part II – Moving to the Next Era](#)**– Project Leaders Lynn St. Amour, President & CEO, Internet Matters, and Don Tapscott, Executive Director, Global Solution Networks

In just 20 years, the Internet has emerged as the most important communications network in the history of the world. And yet, every one of the Internet's powerful capabilities comes with a dark side, from unwanted spam to credit card fraud and identity theft to cybersex trafficking and cyberbullying on social networks. This report identifies 12 issues that pose major challenges to the multi-stakeholder governance networks that are converging around key aspects of Internet governance. The report argues that the solutions to many of these issues will require technical, legislative, and educational components, many of which will be developed and delivered by global solution networks and others of which may be addressed by governments at various levels.

**The Role of Global Solution Networks in Conflict and Fragile States** – Project Leader (TBD)

While a durable exit from poverty and insecurity for the world's most fragile states will need to be driven by their own leadership and people, multi-stakeholder networks increasingly support the development of effective institutions in regions of the world that have been devastated by conflict and weak governance. This project will examine the types of global solution networks that are active in fragile states and evaluate their role in improving governance, security and prosperity. What are the most effective strategies for helping national reformers in fragile states build effective, legitimate and resilient institutions, capable of engaging productively with their

people to promote sustained development? How can international actors avoid doing more harm than good?

## STREAM FIVE: GSN Case Studies

Case studies organized by network type and led by global experts will identify and explain key issues, strategies and approaches that can help GSNs scale and become material on the global scene.

NETWORK TYPE	CASE STUDIES & EXAMPLES
<b>Advocacy Networks</b>	• 350.org <sup>1</sup>
	• Anonymous
	• ECPAT International
<b>Diasporas</b>	• DiasporaLanka
	• International Diaspora Engagement Alliance
<b>Global Standards Networks</b>	• <a href="#">Global Footprint Network</a>
	• Global Reporting Initiative <sup>3</sup>
	• InHope
	• World Wide Web Consortium
<b>Governance Networks</b>	• <a href="#">Global Water Partnership</a>
<b>Knowledge Networks</b>	• Climate & Development Knowledge Network <sup>4</sup>
	• <a href="#">OPENPediatrics</a> <sup>4</sup>
	• <a href="#">J-PAL (The Abdul Lateef Jameel Poverty Action Lab)</a>
	• Structural Genomics Consortium <sup>4</sup>
<b>Networked Institutions</b>	• <a href="#">C40 Cities Climate Leadership Group</a>
	• World Economic Forum
<b>Operational and Delivery Networks</b>	• <a href="#">Cloudfactory</a>
	• DataKind
	• <a href="#">Digital Humanitarian Network</a>
	• <a href="#">Digital Study Hall</a>
	• Global Libraries <sup>5</sup>
	• Rapid SMS Network <sup>5</sup>
	• Red Cross/OpenStreetMap Network <sup>5</sup>

<b>Platforms</b>	<ul style="list-style-type: none"> <li>• <a href="#">Akvo.org (Akvo FLOW, Akvo RSR, Akvopedia)</a></li> </ul>
	<ul style="list-style-type: none"> <li>• Change.org/Avaaz.org</li> </ul>
	<ul style="list-style-type: none"> <li>• <a href="#">Luum</a></li> <li>• Fab Foundation</li> <li>• Purpose</li> </ul>
<b>Policy Networks</b>	<ul style="list-style-type: none"> <li>• Habitat Jam</li> </ul>
	<ul style="list-style-type: none"> <li>• <a href="#">Internet Governance Forum</a></li> </ul>
	<ul style="list-style-type: none"> <li>• Our Urban Future</li> </ul>
<b>Watchdog Networks</b>	<ul style="list-style-type: none"> <li>• <a href="#">Global Forest Watch—A Global Solution Network to Protect the World’s Forests</a></li> </ul>
	<ul style="list-style-type: none"> <li>• Harass Map</li> </ul>
	<ul style="list-style-type: none"> <li>• Human Rights Watch</li> </ul>
	<ul style="list-style-type: none"> <li>• Sunlight Foundation</li> </ul>

<sup>1</sup> Included as a case study in the Research project [Advocacy Networks](#)

<sup>3</sup> Included as a case study in the Research project [Global Standards Networks](#)

<sup>4</sup> Included as a case study in the Research project [Knowledge Networks](#)

<sup>5</sup> Included as a case study in the Research project [Operational and Delivery Networks](#)

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