



Rotman School of Management  
UNIVERSITY OF TORONTO

# Global Solution Networks

Understanding the New Multi-Stakeholder Models for  
Global Cooperation, Problem Solving and Governance

by Don Tapscott

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## 1. The Idea in Brief

There is a fundamental change underway regarding how global problems can be solved, and perhaps how we govern ourselves on this shrinking planet. Emerging non-state networks of civil society, private sector, government and individual stakeholders are achieving new forms of cooperation, social change and even the production of global public value. They address every conceivable issue facing humanity from poverty, human rights, health and the environment, to economic policy, war and even the governance of the Internet itself.

Enabled by the digital revolution and required by the challenges facing traditional global institutions, these networks are now proliferating across the planet and increasingly having an important impact in solving global problems and enabling global cooperation and governance. Call them Global Solution Networks.

Yet to date there has been no systematic study of this phenomenon or an attempt to understand the potential in improving the state of the world. Little has been done to evaluate what makes these networks tick, how they succeed or fail, what impact they have and how they address the tough issues of legitimacy, accountability, representation and transparency.

This paper sets the framework for a multi-million dollar global investigation of the new models, conducted by The Martin Prosperity Institute at the University of Toronto in partnership with a group of private sector, government, global institution and foundation investors. The research phase of the program will end in 2014, producing deliverables from dozens of sub-projects.

A literature review and initial investigation have produced the first comprehensive taxonomy to describe these new networks: 1. Knowledge Networks, 2. Operational and Delivery Networks, 3. Policy Networks, 4. Advocacy Networks, 5. Watchdog Networks, 6. Platforms, 7. Standards Networks, 8. Governance Networks, and 9. Networked Institutions.

The taxonomy is comprehensive in that all networks can be included. However, the categories are not completely mutually exclusive. Rather any given network, while it may overlap with other network types, can be said to fall *primarily* in one of the categories. We can also see the contours of a new body of knowledge regarding how these networks can be more effective and fulfil their enormous potential in helping to fix a broken world and achieve effective cooperation and governance for a new period of human history.

## 2. Kony 2012 – The Promise and Challenges of New Models

On March 5, 2012 Jason Russell posted a short film *Kony 2012* on YouTube with the goal of bringing Joseph Kony, the Ugandan leader of the violent Lord's Resistance Army, to justice for crimes against humanity.<sup>1 2 3 4</sup> Within a week more than 100 million people viewed the video and many of these people expressed support and donated money to Russell's cause.

Of course, skepticism also went viral. Some questioned Russell's character, such as when he told a magazine last year "If Oprah, Steven Spielberg and Bono had a baby, I would be that baby."<sup>5</sup> Others questioned just about everything else from facts in the video to how Russell was spending the money of the charity he ran, Invisible Children.

*Kony 2012* was a stunning case of the promise and peril of new, networked models for solving problems on this ever-shrinking planet. Courtesy of the web, stakeholders from civil society, government, the private sector and individual citizens can collaborate like never before. Just as the Internet radically drops transaction and collaboration costs in business it is dropping the costs of collaboration and global cooperation—sometimes on an astronomical scale. We are clearly in the early days of an explosion of new, networked models to solve global problems.

But as the Stop Kony movement shows, the new models raise myriad new questions and challenges. These non-state based models seem to hold great promise, but how do we ensure their legitimacy, accountability and efficacy as vehicles for social justice and global cooperation?

For example, the Invisible Children movement may be inspired, but is it legitimate? In whose interests do the leaders act? How should the many millions of dollars collected by the video campaign be spent? To whom are they accountable? Are they open to participation by appropriate people? The controversial perspective in the Kony video suggesting the American military is needed to fix the situation raises the issue of who makes the decisions about the program of the movement. It's easy to criticize our current global institutions like The United Nations as inept vehicles for solving global problems in cooperation, but at least they appear to be representative and legitimate bodies, accountable, in theory, to the national governments that fund them.

Regardless, the train has left the station and there appears to be no turning back. Old approaches are stalled and multi-stakeholder networks are emerging as a powerful force to fix a broken world.

### 3. What the World Needs Now, Is More than Love<sup>6</sup>

Throughout the twentieth century nation states cooperated to build global institutions to facilitate joint action and address global problems. Many of these organizations were created in the aftermath of WW II. In 1944, 44 Allied nations gathered in Bretton Woods, New Hampshire, to develop a series of commercial and financial relationships for the industrial world.

This led to the creation of the International Monetary Fund, The World Bank, and ultimately to the United Nations (1945), The G8 (1975), the World Trade Organization (1995) and numerous other organizations based on nation states. Some of these are formal institutions addressing many issues; some are global initiatives designed to solve a problem, such as the Copenhagen conference on climate change.

But from our inability to come to agreements on everything from how to stop warlords like Joseph Kony to climate change, fighting poverty, Palestinian statehood or how to govern of the global financial system, many people are questioning why existing approaches have proven so inadequate to fixing a broken world.

For decades, large international institutions like the United Nations and the World Bank have wrestled with some of the world's most intractable problems—the kind of problems that don't fit neatly into departmental pigeonholes. The global economy has made territory less of an issue and shifted the competitive battleground away from physical assets and borders. Increasingly, the national government agenda is full of items that require international response—or are beyond any one country's true power to resolve.

The rapid reconstruction of Europe and the equally rapid development of India and East Asia via the Green Revolution are regarded as some of the major successes of international cooperation. On the other hand, international cooperation and international institutions have utterly failed to extend this rate of economic and social development to the least developed regions of the world. For example, while East Asian countries were enjoying an unparalleled level of growth through the 1980's, the IMF and World Bank were presiding over the continued poverty and starvation of millions in sub-Saharan Africa, despite having lent billions and spent billions more trying to solve these challenges. At the same time, the United Nations is only partially able to stem the ambitions of nuclear wannabees or develop a meaningful successor to the Kyoto Protocol at Copenhagen and other global climate change summits.

Are the problems simply too hard to solve? Or, do the institutions and mechanisms deployed at the international level need to be supplemented with fresh new collaborative models to meet the needs of today's realities?

Arguably, the international institutions set up after World War II, while necessary, are insufficient. More often than not, national self-interests take priority when today's challenges demand solutions that transcend the traditional boundaries of the nation-state. They make little room for the inclusion of

authentic citizen voices despite the fact that self-organized civic networks are congealing around every major issue and challenge on the international agenda. And while only 18% of the world's population lives in North America and Western Europe, these two regions possess overwhelming influence thanks to the weight of their economic markets and grandfathered status as the world's powerbrokers.

As Klaus Schwab, founder and chairman of the World Economic Forum argues, "The major shifts in relative economic weight among countries that have occurred in recent decades have naturally led emerging players to seek a more consequential role in decision-making than is reflected in the governance of institutions organized for the most part following WWII. Countries with a vested interest in the current structures have often been reluctant to agree to changes that would dilute their influence."

"All of this makes for an intractable set of global governance organizations that are unable to satisfy the demands of today's global challenges because they are driven by individualized national priorities," says Schwab. "History has shown us that while the diversity of national interests provides breadth of perspective, it too often leads us to the lowest possible common denominator on issues of global importance."<sup>7</sup>

## **Beyond Global Institutions**

The extraordinary developments of the 2011 Arab Spring point to fresh possibilities for democracy, justice, secular societies and international development. A new generation of young people, tired of being treated as subjects and determined to have jobs, justice and democracy has begun to rewrite the rules that govern how global progress is achieved. Armed with a new communications medium that gives them access to secular information and the ability to organize without organizations, they are showing the power of new kinds of networks for social innovation and change on a global scale.

The Arab Spring poses a sharp contrast between approaches to achieving peace and stability in the Middle East and powerful new models for fixing a broken world. In light of the historical evidence, we should ask the question, is our current approach to global problem solving fundamentally and irreparably broken? Are there too many countries—193—and too many moving parts to produce anything other than the lowest common denominator?

A growing number of social innovators seem to think so. After all, Muhammad Yunus and Matt and Jessica Flannery of the micro-financing network Kiva were seeking to alleviate poverty and create economic opportunity in the developing world. They could have tried to reform international development institutions from within and/or to develop new business models within private sector companies such as banks and financial services companies. But they choose to work outside them instead.

Today, microfinance has created a parallel banking system that has displaced much of the traditional banking and lending structure in the developing world. Innovations for peer to peer financing such as Kickstarter show enormous potential, not just as a new model of raising funds for entrepreneurial



ventures, but for social innovation. To be sure, microfinance has been subject to huge abuses. Says Barbara Ridpath, CEO of the ICFR, “Many of its incarnations look like usury, so much so that many developing nations’ regulators have started to really crack down on how such networks price their loans.” But the overall aggregate results, notably 100 million customers with a repayment rate in the high 90% range, have proven that a networked, and largely self-organized, system of peer-to-peer lending can not only work, it provides a sustainable way to lift millions of people out of poverty. Indeed, the ultimate compliment and confirmation of the success of small microfinance outfits such as Kiva is that big banks such as HSBC and Citigroup are now rushing into the field, offering microfinance products that compete with the altruistic visions that motivated the Flannerys and Mohammad Yunus.

So now imagine a world where new global networks were created to match the scope of the new economic, environmental and security challenges. But rather than model them on a bloated and inefficient UN-type model, we modeled them on Kiva—with vast networks of people and ideas united with the full complement of skills and resources needed to translate good ideas into action.

This is more than some token efforts to widen the scope and scale of citizen participation in international forums. Conversely, it’s not some grandiose vision of a representative global government or a new global bureaucracy. Rather people and organizations from across society are getting together to create inclusive and participative forums for the generation of ideas and implementation of solutions to today’s most pressing problems facing the world. And ultimately, this means doing away with traditional notions of control and ownership over issues, and going beyond the international silos to create networks of the willing and engaged.

You might think this is unlikely or even impossible. Consider the fact that connected digital citizens, awash in information and choices, are already taking action. The NGO sector is exploding in size and influence on the international scene and increasingly setting the agenda in areas such as human rights and the environment. The global NGO sector is a \$1.3 trillion industry (equal to the world’s seventh largest economy), which employs over 40 million people and serves billions more in mature and emerging markets.<sup>8</sup> Meanwhile virtual communities linking cultural and ethnic diasporas around the globe are breaking down the boundaries of geography and creating bridges based on values. These worldwide virtual communities not only provide a sense of belonging, they can become a conduit for problem solving by bringing together people sharing a heritage or a worldview, but not a physical location.

All of this raises the most fundamental question: Is a relentless logic at work that projects a completely different form of governance to succeed the nation-state, just as the nation-state itself was built on the foundations of early forms of government? The answer to that question remains anybody’s guess, but one fact seems beyond doubt. As we go forward, governance will be increasingly co-owned by a variety of stakeholders, including non-governmental organizations, trans-national corporations and emerging countries such as Brazil, Russia, India and China. Even individual citizens have an unprecedented ability to participate and engage in global activities. As former UN Secretary-General Kofi Annan once put it, “We [now] live in a world where human problems do not come permanently attached to national

passports.” Global governance is not owned by any one governing body. It is, and should be, a challenge owned by all of us.

There are emerging Advocacy Networks like the Alliance for Climate Change that attempt to educate, mobilize and change the policy of governments and global institutions. These networks act as platforms for those who seek change in many areas. A great example is Ushahidi—the web site that was initially established to map reports of violence in Kenya after the post-election fallout of 2008, and evolved into a global network to enable people to share information and organize for change.

There are more elaborate multi-issue networks such as the World Economic Forum or the Clinton Global Network that address a wide variety of issues but which, unlike formal state-based institutions, are self-organizing and act as meta-networks attempting to help other networks succeed.

The World Economic Forum is a good example of a meta-network. It used to be a three-day meeting in a Swiss ski village where business, political and academic luminaries got to rub elbows. But increasingly it is holding events around the world and has shifted many discussions online. It wants to be a 365-days-a-year meeting of minds to set a global agenda and take action to “improve the state of the world.”

Amazingly however, there has been very little effort to understand these new species of global problem solving. There is a vast literature about NGOs. There are libraries full of books on the subject of cross border cooperation, or lack thereof. But there is scarce work done specifically on the topic of these new Internet-enabled networks for global action. There is no taxonomy to categorize them so that we might better understand what makes them tick and how they form and grow. We have documented some efforts in the Appendix to this document. Probably the most important work to date was conducted by researcher and consultant Steve Waddell, author of the book *Global Action Networks*. He builds a strong case for networked models of global problem solving and using rich examples, discusses the characteristics of these networks.

However, we are in the early days of understanding these relatively new phenomena. How are these networks initiated? What problems are they addressing? Why do they fill a vacuum in the global governance scene? What impact are they having? What is the technology platform they use? How are they governed? How do they address the tough issues of legitimacy, representation and accountability? What can be done to make them more effective?

## 4. Enablers of New Models for Global Problem Solving

### The Rise of the Internet, WEB, Mobility, Social Networking and the Internet Ecosystem

Over the past 30 years, the digital revolution and specifically the Internet have evolved and grown in ways no one could have imagined. The Internet continues to fundamentally transform how business is conducted, how government operates, and how individuals interact. It has become one of the greatest catalysts of economic and societal development of all time.

What the Internet pioneers created as an open platform for sharing data is now a game-changing medium used by more than two billion people around the globe. At the heart of this amazing growth—and what distinguishes the Internet from other communication mediums—is its openness, global reach, and its multi-stakeholder model of development and management.

As evidenced by the 300 million people on twitter, 800 million people on Facebook and two billion people with internet access on mobile devices, the digital revolution continues unabated. The Net has evolved from a network of web sites that enabled organizations to present information, to a computing platform in its own right. Computer processing and software can be spread out across the Internet and seamlessly combined as necessary. The Internet is becoming a giant computer that everyone can program, providing a global infrastructure for creativity, participation, sharing and self-organization. And with the explosion of mobile devices, computing is pervasive, enabling us to collaborate at all times.

It has also become a geospatial web that is aware of your location as you command and link the physical world with the virtual world. Just as one browses the web today, the geospatial web lets you browse the physical world—if you choose—knowing what’s happening around you and communicating with objects, places, serendipitous information and other people.

But to leading users and organizations the so-called social web is not about hooking up online, posting a photo on Pinterest or creating a gardening community.

Today’s applications of the digital revolution are clearly just the tip of the iceberg. Increasingly, employees drive performance by collaborating with peers across organizational boundaries. Customers become *prosumers* by getting engaged in co-creating goods and services rather than simply consuming the end product. So called “supply chains” work more effectively when the risk, reward and capability to complete major projects—including massively complex products like cars, motorcycles, and airplanes—are distributed across planetary networks of partners.

Smart companies are encouraging, rather than fighting, the heaving growth of massive online communities, many of which emerged from the fringes of the web to attract tens of millions of participants overnight. Even ardent competitors are collaborating on path-breaking science initiatives

that accelerate discovery in their industries. Indeed, as a growing number of firms see the benefits of mass collaboration, this new way of organizing will eventually displace the traditional corporation as the economy's primary engine of wealth creation.

So-called “user generated media” and “social networking” are the early days of a new mode of production in the making.

Enabled by the Internet, companies are beginning to conceive, design, develop and distribute products and services in profoundly new ways. The old notions that you have to attract, develop, and retain the best and brightest inside your corporate boundaries are becoming null. With costs of collaboration falling precipitously, companies can increasingly source ideas, innovations, and uniquely qualified minds from a vast global pool of talent.

All of this is possible because of a multi-stakeholder network—the ecosystem that developed and now manages the Internet itself. The Internet Engineering Task Force (IETF), as well as those Internet organizations that manage various components of the global Internet infrastructure such as the Regional Internet Registries (RIRs), is part of the global Internet Ecosystem which continues to lead and support the evolution of the 21<sup>st</sup> century communications platform. The private sector and other organizations that are part of civil society also play central roles. They all helped to shape the spirit of the Internet based on the principles of sharing, open access, transparency and choice.

So in a case of life imitating art (or science), a multi-stakeholder network has created today's technology infrastructure for multi-stakeholder networks that in turn are now beginning to address some of the world's biggest problems.

The founding fathers who built and managed the Internet in its early days not only worked to develop technical standards and establish the basic functionality of the Internet, but also helped to shape the spirit of the Internet based on the principles of sharing, open access, transparency and choice. Critically, the Internet was built on open standards—with participation in this work open to all (no membership fees and with little to no barriers to participation). Most importantly, all the documents produced were available for free. This quickly evolved across all the Internet organizations into a philosophy that embraced open, participatory management and governance structures, and reflected principles of freedom of expression and access to information, as well as other open, transparent processes with a broad community of stakeholders.

These principles ultimately defined the Internet model, and Internet organizations today still adhere to them. The broader Internet Ecosystem includes the organizations and communities that develop the technologies and infrastructure that compose the global Internet as well as those Internet organizations that manage various components of the global Internet infrastructure. They share common values for the open development of the Internet. The Internet Ecosystem term implies that the rapid and continued development and adoption of Internet technologies can be attributed to the

involvement of a broad range of actors; open, transparent and collaborative processes; and the use of products and infrastructure with dispersed ownership and control.

The Internet's nascent technical design deliberately exposed the internal architecture to make it easy for others to innovate. This approach was institutionalized by the creation of the IETF, which continues to lead in the development of Internet standards today. The IETF is unusual in that it exists as a collection of working groups; it is not incorporated, and has no board of directors, no members and no dues. Further, it offers an “open process” and any interested person can participate in the work, get involved in the consensus processes, and make his or her voice heard. This interactive, bottom-up, multi-stakeholder engagement where leadership is defined by contributions, and where openness and collaboration are their own reward, is unprecedented in traditional organizational governance structures.

The IETF is one of the many organizations and communities in the Internet Ecosystem that helps to develop the Internet, or manage its infrastructure. And, that is the genius and beauty of the Internet. Hundreds of different organizations and tens of thousands of different companies make decisions every month that affect how the Internet develops. Through this decentralized process, the companies that supply connectivity, services, computers, software and content—along with the users who purchase them and employ the network for their own purposes—are free to innovate, experiment, generate value and enjoy the connectivity, information and services that are made available.

The Internet's explosive growth has always depended upon and involved broad and diverse inputs from an ecosystem of stakeholders, with different roles, expectations and interests, but united by a common need for—and responsibility to—a global, trusted, accessible Internet. As in any ecosystem, every component is vitally interlinked to the health and sustainability of the whole.

The multi-stakeholder model of development has been—and remains—absolutely essential to the Internet's invention, to its future and to our future. It ensures that all Internet users have a stake in the Internet's development, by virtue of its open technical architecture, the open processes by which it is developed, and the distributed responsibilities and roles in its administration and operation. This model has produced one of the most extraordinary periods of technological development, innovation, creativity, and economic and social development in all of human history.

## **Background Changes to the Architecture of All Institutions**

The Internet radically drops transaction and collaboration costs. This is leading to a change in the deep structure and architecture of most institutions in society. Take the case of the corporation: it has long been noted that the traditional vertically integrated corporation is a paradoxical beast. Capitalist titans such as Henry Ford would champion the marketplace's virtues, yet their corporations functioned like planned economies.

For decades these corporate fortresses triumphed over competitors, but no longer. The monolithic, vertically integrated company is beginning to falter against more lithe competitors. Smart companies

are making their walls increasingly porous. They use the Internet to open up and harness knowledge, resources and capabilities outside their boundaries. They set a context for innovation and then invite their customers, partners and other third parties to co-create their products and services. In most industries, companies innovate and perform better by creating networks or *business webs*.

We have to go back to the work of Nobel laureate economist Ronald Coase to fully understand what is happening. In 1937, Coase looked at vertically integrated corporations and asked: “Why do firms exist?” After all, the marketplace was the best mechanism for allocating resources, why weren’t individuals acting as individual buyers and sellers, rather than gathering in companies with tens of thousands of other co-workers?

Coase argued that the answer was transaction costs, such as searching the marketplace for the right product and negotiating its purchase. The result is that most corporations concluded it was more cost-effective to perform as many functions as possible in-house.

But times have changed. Digital technologies slash transaction and collaboration costs. The result has been that vertically integrated corporations have been unbundling into focused companies that work together. The mantra “focus on what you do best and partner to do the rest” is serving most leaders of the global economy well. In the past a company would outsource functions and ask for weekly or monthly status reports. Today the status reports are 24/7 as companies integrate their networks. Rather than offloading a process, open companies now collaborate.

Conventional wisdom holds that human capital is something closed within a company. Firms are exhorted to hire the “best people,” and to motivate, develop and retain them, since human capital (employee base) is the foundation of competitiveness. This is, after all, the knowledge economy and “A company’s most important assets get on the elevator every night.”

This was especially true in the way companies developed new products and services. For most of the twentieth century, innovation happened inside the firm. Today, smart firms, including very large ones, recognize that innovation often begins at the fringes. The old notion that a company had to attract, develop and retain the best and brightest inside its corporate boundaries is no longer credible. With costs of collaboration falling precipitously, companies can increasingly source ideas, innovations and uniquely qualified minds from a vast global pool of talent.

The upshot is that open companies can innovate more quickly, more cheaply and more effectively by leveraging expertise they can’t afford full-time or otherwise would not have access to. For example, external collaboration at Procter & Gamble, through its “Connect and Develop” program, has enabled the company to dramatically increase the pool of new product ideas (with close to 60% coming from outside), the revenue drawn from them and the innovation success rate—while incidentally saving over \$1 billion in R&D costs.

Companies such as Yet2.com and InnoCentive and Inno360 enable people to participate in value creation without being part of a traditional firm. These services enable individuals to work with a wide

array of firms by organizing them into highly liquid global markets for innovation and high-end human capital. Such “ideagoras” as I’ve dubbed them are transforming the way many firms innovate and manage their intellectual capital. This collaborative approach can lower costs and reduce risks (because you pay only for results) and accelerate innovation (by finding existing solutions).

Today, growing accessibility of the means of creation and a shift to information and information-enhanced goods and services opens up the economy to new kinds of peer collaboration and production. Consumers increasingly self-organize to design goods or services, create knowledge or simply produce dynamic, shared experiences. The result is a new mode of production in the heart of the most advanced economies in the world—a mode of “peer-to-peer” production that harnesses human skill, ingenuity, and intelligence. This is giving rise to a collaboration economy—an increasingly global and interdependent economy where billions of autonomous producers act, connect and co-create value. Falling collaboration costs and deep structural changes in the economy like accelerating change, complexity and specialization give rise to higher levels of self-organization and new models of the corporation.

Today we see a number of radical new models of peer collaboration and production that are successfully challenging traditional corporations. Two examples are the pioneers who created open-source software such as Linux and collaborative sites such as Wikipedia. These initiatives demonstrate that thousands of dispersed volunteers can create fast, fluid and innovative projects that outperform those of the largest and best-financed enterprises. Similarly, smart companies such as Amazon are opening up their products and technology infrastructures to create an open stage where large communities of partners can create value, and in many cases, create new businesses. And in what Anthony D. Williams and I call the “global plant floor,” manufacturing intensive industries are giving rise to planetary ecosystems for designing and building physical goods, marking a new phase in the evolution of peer production.<sup>9</sup>

In this new context, the traditional model of recruiting, managing and retaining employees is clearly out-dated. The over-riding factor today is engagement. Organizations must build a positive presence in the minds of employees and dynamically engage them throughout their employment years. Companies should encourage those who need a change of scenery and exciting new developmental opportunities to work for business partners, while continuing to maintain ties through alumni groups and other types of networks that can provide ongoing feedback and support for corporate initiatives.

## **New Approaches to Government *per se***

Enabled by the digital revolution, national, regional and local governments are going through profound changes. These go beyond so-called e-government. Just as the Internet is enabling private firms to orchestrate capability differently to create goods and services, it is also enabling a new division of labor in society regarding how we create public value. Overall there is a shift from the vertically integrated bureaucracies of the industrial age to networked models of government. Nothing less than a massive transformation in the nature of government and governance is underway. Ideas about government’s

role, expectations of political leaders and the division of labor in the powers that define governance are all in flux.

It is logical that such changes would be reflected globally—changing the structures and architecture of global cooperation.

It goes without saying that as we step into the future, all governments face incredibly complex challenges. Sustaining societies and economies in the face of climate change, energy shortages, poverty, demographic shifts and security will test the ingenuity of those who wish to see, do and participate in the public good.

Even though it's the 21<sup>st</sup> century, most governments still reflect industrial-age organizational thinking, based on the same command-and-control model as industrial-age enterprises. Today's bureaucracy and the industrial economy rose hand in hand. The economy needed roads, sewers, electrification, railways and a sophisticated military. As government got bigger, and the revenue of government increased, it became necessary to build more elaborate procedures, structures and controls, all run by new layers of professional managers. Non-partisan hiring practices, pay scales, procedures for making appointments, financial systems and audit processes were put in place. At the time, all of this was judged to be state of the art.

These bureaucracies operated like individual “stovepipes” —with information only flowing vertically and rarely between departments. During the last forty years, governments, like corporations, applied computers to their work as each agency acquired and built data processing systems to meet their automation needs. The result is that old procedures, processes and organizational forms were just encoded in software. Huge, unwieldy mainframe beasts not only cemented old ways of working, they required still greater levels of bureaucracy to plan, implement, operate and control them. Despite best efforts, IT experts have largely failed to resolve the chaos of inconsistent databases, duelling spreadsheets, and other data anomalies that plague many government agencies.

This is not sustainable. Governments face a reality in which they are more and more dependent for authority on a network of powers and counter-influences of which they are just a part. Whether streamlining government service delivery or resolving complex global issues, governments are either actively seeking—or can no longer resist—broader participation from citizens and a diverse array of other stakeholders. Just as the modern multinational corporation sources ideas, parts and materials from a vast external network of customers, researchers and suppliers, governments must hone their capacity to integrate skills and knowledge from multiple participants to meet expectations for a more responsive, resourceful, efficient and accountable form of governance.

The first-wave of digitally-enabled “e-government” strategies delivered some important benefits. It made government information and services more accessible to citizens while creating administrative and operational efficiencies. But too many of these initiatives simply paved the cow paths—that is, they focused on automating existing processes and moving existing government services online.



It is the next wave of innovation that presents an historic occasion to fundamentally redesign how government operates, how and what the public sector provides, and ultimately, how governments interact and engage with their citizens. It is truly a time when either government plays an active and positive role in its own transformation, or change will happen to it. The transformation process is at the same time exhilarating and painful, but the price of inaction is a lost opportunity for government to redefine its role in society and help launch a new era of participatory government.

The good news is that glimmers of this second wave of innovation are beginning to appear in capitals around the world. Knowledge, information, talent and energy are being moved, shaped and channelled in brand new ways, inside, across and outside of the boundaries of government. A growing number of governments understand the need to distribute power broadly and leverage innovation, knowledge and value from the civil society and private sector.

There is a new kind of public sector organization emerging: open government. This is government that co-innovates with everyone, especially citizens; shares resources that were previously closely guarded; harnesses the power of mass collaboration; and behaves not as an isolated department or jurisdiction, but as something new: a truly integrated organization. Today, it's a radical notion, but perhaps it's only as fantastic as the current version of government would seem to a feudal prince from the Middle Ages visiting us now.

FDR and Winston Churchill wanted stronger government. Ronald Regan, Margaret Thatcher, the Tea Party and today's Republican Party in the United States want less.

Thanks to the Internet we can now have it both ways. In the US and many other jurisdictions, government is becoming a stronger part of the social ecosystem that binds individuals, communities and businesses—not by absorbing new responsibilities or building additional layers of bureaucracy, but through its willingness to open up formerly closed processes to broader input and innovation. In other words, government becomes a *platform* for the creation of public value and social innovation. It provides resources, sets rules and mediates disputes, but allows citizens, non-profits and the private sector to do most of the heavy lifting.<sup>10</sup>

## The Four Pillars of Society

The “networked” approaches to public value and new models of global problem solving are enabled in part by the evolution of global society and the growth of an interdependent world. The digital revolution changes the way we organize capability in society to innovate, and create wealth and public value. There are now four pillars of society that increasingly rely on each other for success and even survival.

1. Most agree that **governments** continue to be important, perhaps even more so than before. Especially since 9/11 polls show that the vast majority of citizens believe there is a critical role for the state in achieving security and prosperity, and achieving harmonization, fairness and justice. The days of “the best government is no government” are over.

Further, despite the challenges of nation states in solving global problems, they are the primary form of geopolitical organization for the foreseeable future.

2. Second, around the world we have all chosen **the private sector** and corporations as the dominant institution for the creation of wealth. We understand that markets are important. Other approaches such as a fully planned economy, anarchy or some kind of free agent nation have proven to be unworkable.
3. In recent years **the civil society** has emerged as a new and critical pillar. When the discussions of Breton Woods led to our current crop of global institutions like the United Nations, there were only a few dozen NGOs in the entire world. And they sure didn't have a seat at the table. Now the not-for-profit sector is a massive part of the economy, employing 10 million people in the United States alone. According to one report it is "a US \$1.1 trillion industry, the world's eighth largest economy, with more employees than the largest private business in each country."<sup>11</sup> Add in the tens of millions of Americans who are active in some organization attempting to "do good" in society and you have a force to be reckoned with.
4. Finally there is a new kid on the global block, courtesy of the Internet, **the individual citizen**. Because of the web, individuals from every walk of life can have an extraordinary effect on achieving social change. A web site for a murdered Egyptian set up by a Google employee started a revolution. In *Macrowikinomics*, Anthony D. Williams and I describe how two youngsters in Boston used the Ushahidi network to find a 7 year old girl buried in the post-earthquake rubble in Haiti and save her life—helping solve a global problem (as the Haitian earthquake surely was).

## 1. Rethinking the Role of Government

The bottom line is that in the networked world, each of these pillars needs to behave differently.

In the recent past, governments have mostly sat on the sidelines as civil society and the market have driven new legislative innovations. As these systems evolve, the value of more effective government participation is becoming clearer. Several key rules for government suggest themselves:

The first rule is to create feedback loops. If regulatory agencies are to benefit from this phenomenon, they must open up new channels for feedback, provide access to data and create opportunities for greater participation throughout the regulatory lifecycle, including rulemaking, enforcement and evaluation. The UK's Better Regulation Executive, which hosts a web site where interested parties can submit and debate ideas, provides a model for how this can be done on a government-wide basis.<sup>12</sup>

As the representative of the electorate, it is also government's role to protect the public good. Governments will need to be careful to balance inputs and protect the broader public interest when corporations and non-governmental organizations take on broader governance roles. Governments are well positioned to maintain accountability and mediate between competing interests. But as numerous examples show, sorting out conflicting notions of the public good can be difficult.

In some of the earliest attempts to impose codes of conduct on the apparel industry, for example, alliances of North American trade unions and NGOs made unrealistic demands for the apparel companies to establish an international minimum wage and create uniform working conditions around the world. When Gap, one of the first companies to experiment with supply chain monitoring, initiated a program to improve working conditions they found that there were many adverse effects. Not only did Gap's initial efforts dramatically distort the local labor market (in some cases causing doctors to leave their jobs to work in higher paying factory jobs) and generate resistance from local politicians, they also had the perverse effect of forcing Gap to terminate relationships with suppliers that failed to meet their conditions, thus punishing the employees that Gap, and the alliance of trade unions and NGOs, were ostensibly trying to help.<sup>13</sup>

The last rule is to stay current and relevant. Governments will need to get better at probing new developments in science, technology and industry and more nimble when it comes to deciding where government intervention is needed and where it would just get in the way.

## **2. New Roles and Responsibilities for the Private Sector**

A shift towards more market driven approaches to solving problems in society places more power *and* more responsibility in the hands of business leaders. Like governments, corporations will have to accept new roles in this evolving nexus of governance.

Many firms cling to a culture of secrecy because they fear making themselves vulnerable to hostile groups. Smart organizations, by contrast, are learning that withholding information, or failing to honestly and clearly communicate, can alienate stakeholders and strain important relationships.

Business should get used to the idea of reaching out to new partners. While business and advocacy organizations make uneasy bedfellows, an increasing number of firms see the benefit of working with third parties such as NGOs. As Charles Sabel suggests, "Without a way of credibly demonstrating the seriousness of their intent, the accuracy of the information they release, and the credibility of the reforms they carry out...they get no benefit from these systems."<sup>14</sup>

Determining where the boundaries of private-sector responsibility for social and environmental problems begin and end will not be easy. And, it's true that civic networks can

easily create unrealistic expectations which companies are ill-equipped to fulfil. Coca-Cola's arms-length relationships with bottlers in Colombia raised questions about whether it should help stop the murders of union leaders who were organizing local workers. In the eyes of its critics, Coca-Cola's control of the brand (and share of the profits) makes it responsible. But given Coca-Cola's lack of control over paramilitary violence in Colombia, the company can't be expected to resolve the issue single-handedly.

Corporate leaders with a combination of vision, energy and communication skills, however, can help convince other leaders to share the risk and responsibility of ensuring the regulatory systems evolve to meet the challenges of the 21<sup>st</sup> century. Initiating dialogue about shared goals and objectives, sharing best practices and publicizing their successes are strategies for securing broader industry commitment.<sup>15</sup> The promise is that private enterprises will become more integrated with the societies in which they operate, more attuned to social and environmental concerns and better equipped to develop pragmatic and profitable solutions for advancing the common good.

### **3. Civil Society Networks Get a Seat at the Table**

There were no community groups, NGOs and citizen coalitions at the table at Bretton Woods as the civil society was not really viewed as a pillar of society. Today such organizations are becoming major hubs of civic activity and social innovation on the local, national and international stage. However, citizen-driven initiatives can quickly lose steam when the public spotlight (including media attention and sources of funding) suddenly shifts to other issues. Careful planning must be undertaken to ensure that the solutions founding organizations help put in place are able to outlive the direct involvement of the organizations themselves.

What civic networks do best, however, is to activate communities of interest that might otherwise have remained latent. All instances of participatory regulation depend on a critical mass: a small cadre of highly interested and resourceful individuals that put in a disproportionate level of effort relative to the contributions of their peers. While consumer advocacy groups often fill this role, their influence still depends on their ability to activate a broader constituency with an interest in effective regulation. Strategies that enlist existing communities of interest (e.g., asking naturalists and recreationalists to help police public parks or urban neighbourhood associations to help monitor air quality) will be more successful than those that indiscriminately address the public at large with vague calls to action.

Finally, although many civic activists may feel they speak for the public good, the public interest is a highly contested domain. Single issue NGOs are often myopically focused on their own agendas—they are not always interested in balancing different visions of the public good, or acknowledging the central role the private sector plays in creating wealth and fuelling innovation in modern societies. Having a role in setting a broader regulatory agenda will carry with it a requirement to think and act beyond narrow interests.<sup>16</sup>

#### 4. The Individual as a Pillar of Society

Add yourself to the traditional triumvirate of pillars of society. You may not be feeling like much of a pillar these days, but connected and aggregated around the world, you are part of a new collective force that defies traditional thinking about organizations. As we have explained, the digital revolution drops transaction and collaboration costs, so individuals have new power. They can publish their views on anything and organize collective responses to everything from new products to the actions of world leaders. As peers they can produce everything from an encyclopaedia and software to motorcycles. They can form government policies on government-sponsored wikis. They can form global study groups and virtual schools and universities. They can organize without organizations to create many things.

The impact of individuals can be considerable. More important, their collective power can scale rapidly with breath-taking velocity. As a case in point there are now over 200 million individuals involved in Facebook Causes. True, for many of them Malcolm Gladwell's term "slactivists" could apply.<sup>17</sup> It's hard to see how clicking "Like" on Facebook contributes directly to solving a problem or changing the world. It's also true as Gladwell argues that real change comes about through strong, not weak ties in society. However, all strong human ties (perhaps with the exception of a mother and her baby) begin weakly. And just as the Internet drops transaction and collaboration costs in business, so it drops the costs of collaboration for dissent, advocacy, scrutiny, knowledge creation, co-operation and even governance. This means that individuals can have unprecedented power, both acting alone and also in organizing collective action.

As we enter this "Age of Networked Intelligence" these four pillars are all organically linked. In the past, businesses needed to care about governments only. During the 1990s they began to address the demands of the civil society organizations, initially establishing (token) Corporate Social Responsibility groups. They only cared about individuals as customers or employees, not as a collective force with which to be reckoned. Now all that has changed.

The financial meltdown in 2008 began with some regrettable behavior in the private sector. Then governments had to step in like never before, to save the industry from certain collapse, leaving the preposterous picture of Wall Street titans on their knees to Washington bureaucrats. Civil society organizations became deeply engaged, everything from associations of accountants to international standards organizations all trying to find solutions. Millions of bloggers chimed in as did individuals in countless communities on Facebook. Individual homeowners organized on social networks and on legal sites to launch class action suits.

It became clear to everyone that a problem in New York can affect farmers in Indonesia and that free trade, global markets, international banking and international supply lines—all designed on lean processes to ensure just in time delivery—mean that a disruption in any market, anywhere, can soon consume the world.

Everyone seemed to be on everyone else's turf and all this happened on a global scale. When Wall Street titans declared in 2010 that the whole thing had blown over and they could return to issuing spectacular bonuses for themselves, a three-pillared firestorm of disbelief and anger had them running for the extinguishers. In a world of interdependence, everything seems connected to everything else. This radically reduces the degrees of freedom for companies to do whatever they want.

Consider government regulation—something bankers have historically reviled. Bankers viewed the government “pillar” as something to be weakened and eliminated from the picture. Because SWIFT and other networks transfer money around the world at light speed, many bankers thought that those countries with the least regulated markets would end up the banking powerhouses. But with the interdependence of banks having grown exponentially over the last 30 years, the world's financial system has become a house of cards, subject to destructive domino effects. And it now makes sense to many thoughtful bankers to have strong regulation to level the playing field and avoid future meltdowns.

But interdependence has an upside too. Those firms that understand it can build deep relationships and trust that enables innovation, growth and the creation of true, as opposed to pyrrhic wealth. Societies need to understand that the emerging networked age requires new models of behavior, cooperation and problem solving based on the common good. In a world of interdependence, there must be new levels of collaboration, openness and sharing to ensure that business and society can continue without traumatic disruptions and the many growing challenges facing the global economy and society can be ameliorated.

## 5. Categorizing Multi-Stakeholder Networks

### What is a Multi-Stakeholder Network for Global Problem Solving?

For the purposes of this program, a multi-stakeholder network for global problem solving must have four characteristics:

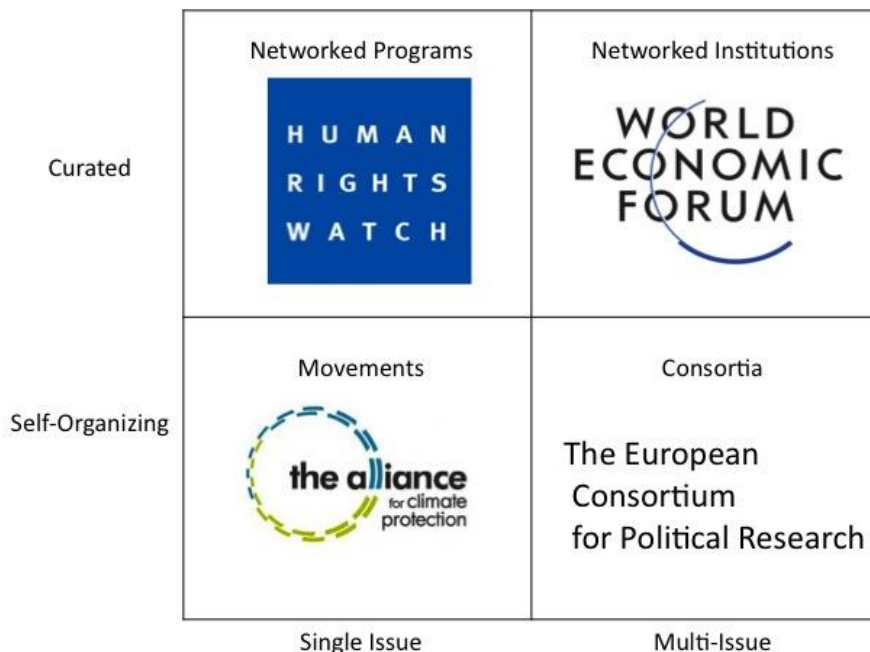
1. **Diverse Stakeholders.** There are participants from at least two of the four pillars of society (government or international institutions, corporations and business interests, the civil society including NGOs and NPOs (e.g. Schools & Universities) and individual citizens who, thanks to the Internet, can now play an important role in solving global problems by forming a coalition of the willing). A “stakeholder” is “any group or individual who can affect or is affected by the solution of the problem addressed by the network.”<sup>18</sup> The challenge is to integrate resources across the four pillars of society and to overcome the traditional ethnic, linguistic, geographical, political, and business-government-civil society division in a collaborative manner.<sup>19</sup>
2. **Beyond One Nation State.** The network should be global or at least multi-national, having participants from more than one country. There are to date few networks that are truly global and that operate on multiple levels—other than the Internet itself. But there is a growing number of problems that are truly global.<sup>20 21</sup>
3. **Networking.** It must be a 21<sup>st</sup> century network in the sense that it harnesses some forms of digital communications tools and platforms to achieve its goals. Although there have been partnerships between various sectors of society that pre-date the Internet, the focus of this investigation is networks enabled by the Net.
4. **Progressive Goals.** The network seeks to improve the state of the world through developing new policies or new solutions, influencing states and institutions or otherwise contributing to economic and social development, human rights, sustainability, democracy, global cooperation, building empowering platforms and global governance. One way of thinking about this is that these networks seek to create global public goods, although the notion is a controversial one. Further, not all networks necessarily do “good” or actually help solve problems. “These new networks can be used as easily for ill as for good” says Barbara Ridpath, CEO of the ICFR and a collaborator on this project. “Indeed, there is an argument that it is far easier today, thanks to the web, to find instructions on how to cause havoc, self-harm or find like-minded lunatics than it has ever been before.” For this reason we exclude terrorist or criminal networks that cannot be said by thoughtful observers to have such objectives.

## Why a Taxonomy?

Taxonomy (from Ancient Greek “arrangement and method”) is the science of identifying and naming species, and arranging them into a classification. Most taxonomies have been applied to the classification of biological species and organisms, but the concept has been adapted to refer to the classification of many complex phenomenon.

To date, there has been no comprehensive taxonomy of these new non-state-based forms of global cooperation. There appear to be many species. Some networks attempt to solve specific problems like Kiva; others, like the Alliance for Climate Change, attempt to educate, mobilize and change the policy of governments and global institutions. There are broader networks around multiple issues like Ushahidi. There are more formal networks, initiated by some entity that acts as the curator and context provider. There are meta-networks addressing attempting to help other networks succeed, like the Global Agenda Council process of the World Economic Forum itself.

A good starting point for any taxonomy outside of natural science is the famous 2x2 matrix device that has dominated most categorization in management. If we were to create a 2x2 matrix for example, what would be the axis and ordinate? Below is one candidate.





However, because the new networks can be differentiated according to a number of dimensions, a 2x2 matrix is unlikely to be the best candidate:

- *Operational versus Influence?* Is their goal to deliver capability or to influence other stakeholders?
- *Network versus Platform?* Are they a network trying to achieve a change or to provide the platform for other works to self-organize? For instance, Random Hacks of Kindness providing a platform for other organizations.
- *Public funded vs. private funded vs. micro-financed?* What is the main source of funding for the initiative? This is an important issue as “He who pays the piper calls the tune.”
- *Stage in the Policy Continuum.* Many networks have to do with government policy and could be categorized according to the stage in the process—from knowledge creation, policy development, policy implementation and policy assurances to actual delivery of policy.
- *Horizontal* (collaboration between countries on the same hierarchical level) *vs. Vertical* (“coercive power”).<sup>22</sup>
- *Broadcast vs. Participative?* How do they engage their stakeholders? Are they top-town and unidirectional or do they have a *modus operandi* of participation?
- *Issues addressed.* Just as there are myriad categories of global problems and issues there are myriad networks topics ranging from human rights, the environment, peace, human health, financial system policy and governance.
- *Autonomy* (no government influence) *vs. directive* (interaction highly controlled by government).<sup>23</sup>
- *Problem Classification.* Networks could also be categorized according to the types of problems they address: “trans-boundary problems” of cross-border-movement money laundering, pollution or drug trafficking; “common property problems” regarding oceans, Antarctica; “simultaneous problems” of nations experiencing similar problems in areas of education; health, welfare, urbanization, and population growth.”<sup>24</sup>
- To what extent do they seek to actually *achieve rather than fight change*? Some may actually be defenders of the status quo.

## 6. A Framework for Understanding the New Models

A literature review and initial investigation has produced the first comprehensive taxonomy to describe these new networks. We used a functional perspective to identify the different “species” of problem-solving networks. The taxonomy is “comprehensive” in that all networks can be included. The categories are *not* completely mutually exclusive and any given network may overlap with other networks types. However, any network can be said to fall *primarily* or *principally* in one of the categories. Networks can also change. As our collaborator and Post-Doctoral Fellow at the Center for International Governance Innovation (CIGI) Mark Raymond says, “It is important to bear in mind the possibility that a network’s purpose can shift (say, from knowledge to advocacy, for example) over time.” This is a good topic for further investigation. “Understanding the conditions under which networks undergo what might be called ‘purpose shifts’ is a key question to understanding their social dynamics.”

The 9 categories (also summarized in the chart below) are:

1. **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.
2. **Operational and Delivery Networks** actually deliver the change they seek, supplementing or even bypassing the efforts of traditional institutions.
3. **Policy Networks** create government policy even though they are not networks of government policy makers.
4. **Advocacy Networks** seek to change the agenda or policies of governments, corporations or other institutions.
5. **Watchdog Networks** scrutinize institutions to ensure they behave appropriately.
6. **Platforms** create the capability for other networks to organize.
7. **Global Standards Networks** are non-state based organizations that develop technical specifications and standards for virtually anything, including standards for the Internet itself.
8. **Governance Networks** have achieved or been granted the right and responsibility of non-institutional global governance.
9. **Networked Institutions** provide a wide range of capabilities even similar to state-based institutions but with a very different *modus-operandi*.

## A TAXONOMY OF MULTI-STAKEHOLDER NETWORKS FOR GLOBAL PROBLEM SOLVING

Network Type	Description	Examples
<b>Knowledge Networks</b>	The primary function of Knowledge Networks is to 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.	<a href="#">Stockholm International Peace Research Institute</a> ; <a href="#">Global Network for Women and Children's Health Research</a> , Habitat Jam, <a href="#">Wikipedia</a> , <a href="#">TED</a> .
<b>Operational and Delivery Networks</b>	This class of networks actually delivers the change it seeks, supplementing or even bypassing the efforts of traditional institutions.	<a href="#">Crisis Commons</a> , <a href="#">Kiva</a> , <a href="#">350.org</a> , <a href="#">The Standby Task Force</a> , <a href="#">Digital Democracy</a> , <a href="#">The Red Cross</a> , <a href="#">World Wildlife Fund</a> , <a href="#">Bill and Melinda Gates Foundation Global Health Program</a> , <a href="#">Medicines for Malaria Venture</a> , <a href="#">The Microcredit Summit Campaign</a>
<b>Policy Networks</b>	Sometimes networks create government policy, even though they may consist of non-governmental players. Policy Networks may or may not be created or even encouraged by formal governments or government institutions. Some policy networks support policy development or create an alternative for policy. Policy networks also exist to create and encourage discussions on policy issues.	<a href="#">The Internet Governance Forum</a> , <a href="#">International Competition Network</a> , <a href="#">The PRI (Principles for Responsible Investment)</a>
<b>Advocacy Networks</b>	Advocacy Networks seek to change the agenda or policies of governments, corporations or other institutions.	<a href="#">Avaaz.org</a> , <a href="#">Keep a Child Alive</a> , <a href="#">Conscious Capitalism</a> (advocates to corporations). Hundreds of these networks are listed at <a href="#">World Advocacy.com</a> .
<b>Watchdog Networks</b>	These networks scrutinize institutions to ensure they behave appropriately. Topics range from human rights, corruption, and the environment to financial services.	<a href="#">Human Rights Watch</a> , <a href="#">The Environmental Working Group</a> , <a href="#">Amnesty International</a> , <a href="#">The Global Reporting Initiative</a>
<b>Platforms</b>	Some networks seek to provide platforms for other networks to organize.	<a href="#">Ushahidi</a> , <a href="#">Challenge Post</a> , <a href="#">Change.org</a> , <a href="#">seToolbelt</a> , <a href="#">Code for America</a> , <a href="#">thesojc.net</a>
<b>Global Standards Networks</b>	Non-state based organizations that develop technical specifications and standards for virtually anything, including standards for the Internet itself.	<a href="#">Internet Engineering Task Force (IETF)</a> , <a href="#">World Wide Web Consortium</a>
<b>Governance Networks</b>	These are multi-stakeholder networks and have achieved or been granted the right and responsibility of non-institutional global governance.	<a href="#">Internet Corporation for Assigned Names and Numbers</a> , <a href="#">International Organization of Securities Commissions</a> , <a href="#">Marine Stewardship Council</a> , <a href="#">Forest Stewardship Council</a> , <a href="#">The Kimberly Process Certification Scheme</a>
<b>Networked Institutions</b>	Some networks provide such a wide range of capabilities they could be described as Networked Institutions. They are not state-based but rather true multi-stakeholder networks. The value they generate can range from knowledge generation, advocacy and policy development to actual delivery of solutions to global problems.	<a href="#">The World Economic Forum</a> , <a href="#">The Clinton Global Initiative</a> , <a href="#">The Global Water Partnership</a>

Let's review the 9 types of "multi-stakeholder networks for global problem solving, cooperation and governance" with an example from each network. (See Appendix 1 for discussion of additional examples.)

## 1. Knowledge Networks

The primary function of Knowledge Networks is to 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.

Prior to the Internet, such networks were relatively limited in their scope and global reach. There were various associations of researchers or research institutes that attempted to build networks. But with information moving around the world at the speed of the postal service or people flying on airplanes to events, the opportunities for knowledge generations were relatively finite.

### **Wikipedia**

With the arrival of the web and information globally at the speed of light all that changed. Knowledge creation could be conducted on an astronomical scale.

Most people would view Wikipedia as an encyclopaedia—free, collaboratively edited and multilingual. However it is fundamentally a knowledge creation network where articles written by experts, anyone in the world with an internet connection can edit almost any Wikipedia article. There are 100,000 active contributors, and over 34 million users have signed up for accounts. It is currently the sixth most popular web site in the world.

Since its launch in 2001, Wikipedia has attracted media attention for democratizing both access to and the creation of reliable, accurate articles on an incredibly wide variety of topics. The site encourages participation from individuals around the world, no matter where they live or what language they speak. To date, 22 million articles have been written in 285 languages.

Wikipedia falls into the category of knowledge networks—it aims to solve the global problem of access to information by providing a simple way for people to create articles, thus sharing their ideas and knowledge. It's a great example of how networks enable collaboration, as it clearly could not exist without the Internet.

There are myriad other great examples. TED (Technology, Entertainment and Design) is a global set of conferences owned by the private non-profit Sapling Foundation, formed to disseminate "ideas worth spreading." The Global Network for Women and Children's Health Research (GN) seeks to develop knowledge about mortality rates facing women and children in the developing world. Habitat Jam was a massive online event organized by the United Nations Human Settlements Programme (UN-HABITAT), the Government of Canada and IBM.

## 2. Operational and Delivery Networks

This class of networks actually delivers the change it seeks, supplementing or even bypassing the efforts of traditional institutions. Such networks also predate the Internet and have been impactful on the world—the Red Cross being a prime example. But as the Internet drops transaction and collaboration costs, the opportunities to coordinate interventions took off. So did the power of self-organization, as individuals in concert with other institutions, or not, could take action to intervene, on the ground to deliver specific solutions to global problems.

### **CrisisCommons**

Mass collaboration may well be the most important innovation in responding to crises in modern times. CrisisCommons<sup>25</sup> is a case in point. It uses the web to bring together a global community of volunteers from technology, crisis response organizations, government agencies and citizens. These people work together to build and use technology tools to help respond to disasters and improve readiness before a crisis hits.

Volunteers are not only technical folks like coders, programmers and geospatial and visualization experts. The organization also includes people who can lead teams, manage projects, share information, search the internet, translate languages, know usability, write a research paper and help edit wikis.

Since 2009, CrisisCommons has coordinated crisis event responses such as the Haiti, Chile and Japan earthquakes and the floods in Thailand, Nashville and Pakistan. Over 3,000 people have participated worldwide in over 30 cities across 10 countries including France, United Kingdom, Canada, New Zealand, Chile and Colombia.

This class of networks is growing rapidly as the web lowers the transaction and collaboration costs of “on-the-ground” interventions. For example, 350.org<sup>26</sup> is a global grassroots movement to solve the climate crisis, harnessing the web and led from the bottom up by thousands of volunteer organizers in more than 188 countries. Together they create online campaigns, grassroots organizing and mass public actions to raise awareness. The organization says it “works hard to organize in a new way—everywhere at once, using online tools to facilitate strategic offline action.” With masses of volunteers banding together to help crisis-afflicted communities globally, the Standby Task Force (SBTF)<sup>27</sup> was conceptualized to better facilitate and support these humanitarian response efforts. As an operational and delivery network, SBTF uses crowdsourcing and mapping technologies to train and support volunteers while leveraging lessons learned in Haiti, Chile and Pakistan. Digital Democracy (DD)<sup>28</sup> is a year-old, still-tiny organization that uses technology to empower marginalized communities to engage in democratic actions to protect their human rights.

Some networks pre-date the Internet but have been transformed by its arrival. “The International Federation of Red Cross and Red Crescent Societies (IFRC)<sup>29</sup> can be viewed as a multi-stakeholder network for global problem solving. In fact it is the world's largest humanitarian network reaching 150

million people in 187 National Societies through the work of over 13 million volunteers.” The World Wildlife Fund (WWF)<sup>30</sup> has been the world’s leading conservation organization for the last 50 years. In that time, the WWF has acted locally and globally, currently supported by 1.2 million US-based members and a staggering 5 million global members. The Global Health Program,<sup>31</sup> a subset of the Bill and Melinda Gates Foundation, seeks to catalyze advances in science and technology to focus on and eradicate major-impact health problems in developing countries. Medicines for Malaria Venture (MMV)<sup>32</sup> is a not-for-profit public-private partnership set on a mission to reduce malaria in disease-endemic countries through the development of new, effective, scalable and affordable anti-malarial drugs. Others are really products of the digital age. Random Hacks of Kindness (RHOK)<sup>33</sup> is a global community of innovators building practical open technology to make the world a better place. Keep a Child Alive<sup>34</sup> is an initiative providing direct healthcare and support to children and families affected by HIV/AIDS in Africa and India.

### 3. Policy Networks

Policy networks are non-state webs that include non-governmental players in the creation of government policy. They may or may not be created, encouraged or even opposed by formal governments or government institutions. However, powered by global multi-stakeholder collaboration they are becoming a material force to be reckoned with in global policy development. Their activities cover the range of steps in the policy process, beyond to policy proposals or lobbying, including agenda setting, policy formulation, rulemaking, coordination, implementation, and evaluation. Their expertise can often play an important role in global debates and norm establishment.<sup>35</sup>

#### International Competition Network

The International Competition Network (ICN)<sup>36</sup> is an informal, virtual network of agencies with a view to enabling a dialogue about and building a consensus around competition policy principles spanning the global antitrust community. The ICN was created in 2001 following the publication of the *Final Report of the International Competition Policy Advisory Committee to the US Attorney General and Assistant Attorney General for Antitrust*, with its first annual conference taking place in Naples, Italy in 2002.

The purpose of the ICN is to benefit member agencies, consumers and economies by advocating for the adoption of best practices in competition policy, and it is the only international network exclusively dedicated to competition law enforcement.

Since its inception in 2001, the ICN has grown to include 104 competition agencies from 92 jurisdictions. Representing national and multinational competition authorities, members participate in project-oriented working groups together with non-governmental advisors online.

The challenge of creating policy for the Internet itself is a topic of huge debate and perhaps the archetypal example of state-based institutions versus the new models. On the one hand is the state-based World Telecommunications Union responsible for assigning area codes and more broadly

regulating telephony? Member states like Russia and China are seeking to have stronger control over the Internet, clearly among other reasons to prevent it being used as a platform for social criticism and change. On the other hand is a collection of networks that argue for a free and open Internet. Some of these like The Internet Engineering Task Force (IETF) or the World Wide Web Consortium (W3C) are not policy networks *per se*, but do advocate for open Internet policies. Other examples include the World Commission on Dams, the International Competition Network, the Medicines for Malaria Venture (which has since become a foundation) and the Renewable Energy Policy Network for the 21st Century (REN21.)

## 4. Advocacy Networks

There are thousands of Advocacy Networks that seek to change the agenda or policies of governments, corporations or other institutions. Hundreds of these networks are listed at [WorldAdvocacy.com](http://WorldAdvocacy.com).<sup>37</sup> Of course, advocacy has been around since early civilization. Global advocacy is a relatively new phenomenon, paralleling the rise of globalization. In 1969 there was a global movement advocating withdrawal of US troops in Vietnam, culminating in a global day of protest in October 15, 1969.<sup>38</sup> That day of demonstrations was 18 months in the planning and was coordinated primarily through postal mail and telephone calls. With the rise of the web advocacy has gone truly global, and is almost infinitely easier and faster to organize. The Kony 2012 story with its many problems is a case in point.

### **Avaaz.org**

Launched in 2007, [Avaaz.org](http://Avaaz.org)<sup>39</sup> is an independent, not-for-profit global campaign network that operates in 15 languages, served by a core team on 6 continents and thousands of volunteers. Avaaz boasts that “We take action—signing petitions, funding media campaigns and direct actions, emailing, calling and lobbying governments, and organizing ‘offline’ protests and events—to ensure that the views and values of the world’s people inform the decisions that affect us all.”

The issues tackled by the Avaaz community are chosen by the volunteers through annual online polling. For 2012, human rights, economic policy for the public good and political corruption are the top three issues. Avaaz says that its model of Internet organizing “allows thousands of individual efforts, however small, to be rapidly combined into a powerful collective force advocating for change.”

Other new players enabled by the web include Conscious Capitalism Institute (CCI)<sup>40</sup>—a movement founded in 2009 to champion the cause of socially responsible governance in the business world. The purpose of Conscious Capitalism is founded in the notion that a new type of capitalism is emerging that allows businesses to maximize performance while also giving back to social good initiatives. An advocacy network, the Institute challenges business leaders to rethink not only their business strategy, but also their larger purpose and role in the interdependent global marketplace. The Institute is made up of a growing global community of scholars, corporate executives and CEOs dedicated to pursuing

research and engaging in conversations in order to further the understanding of the idea of conscious capitalism.

## 5. Watchdog Networks

These networks scrutinize institutions to ensure that behave appropriately. Topics range from human rights, corruption and the environment to financial services. Watchdogs are in the transparency business, making it a good time to be a watchdog. Basically, governments, companies and other institutions now operate in a hyper-transparent world. So if an institution is going to be naked—and it really has no choice in the matter—it had better be buff.

To be sure, all organizations have a right to some secrecy. Companies have legitimate trade secrets. Employees should not violate confidentiality agreements or the law. WikiLeaks notwithstanding, it is surely not in the public interest that all diplomacy be conducted in the open.

But rather than defaulting to opacity as was done in the past, for many organizations it increasingly makes sense to opt for openness.

Why is this true? Globalization, instant communications and organized civil society have changed the rules of the game. Firms and governments are being held to complex and changing sets of standards—from unrelenting webs of “stakeholders” who pass judgment on corporate behavior—to regulations, new and old, that govern and often complicate everyday activities. In an ultra-transparent world of instant communications, every step and misstep is subject to scrutiny. And every institution with a brand or reputation to protect is vulnerable.

Customers and citizens can evaluate the worth of products and services at levels not possible before. Employees share formerly secret information about organizational strategy, management and challenges. To collaborate effectively, companies, governments and their business partners have no choice but to share intimate knowledge with one another. Powerful institutional investors today own or manage most wealth, and they are developing x-ray vision. Finally, in a world of instant communications, whistleblowers, inquisitive media and Googling, citizens and communities routinely put institutions under the microscope.

A growing number of institutions are therefore opening up—communicating pertinent information to their various stakeholders, in many cases voluntarily.

But for the countless governments and other institutions that have plenty to hide, transparency is powerful leverage for good in the world, as sunlight is the best disinfectant. And when it comes to global networks, what was once limited to Transparency International has now become a massive network of networks scrutinizing the behavior of governments, corporations and other institutions.



### **Human Rights Watch**

One of the more effective and influential is Human Rights Watch<sup>41</sup>—a watchdog group for human rights. It was founded in 1976 as a private non- governmental organization, and its members are individuals, government and media. With more than 250 staff, the group investigates human rights conditions in over 70 countries. It relies on individual donations for its funding and with the rise of the Net relies fully on technology as a platform for its work.

In Libya, the organization was able to get vast amounts of proof that Muammar Gaddafi and his regime were abusing human rights. This proof was used to persuade the International Criminal Court to issue a warrant of arrest for the dictator.<sup>42</sup>

In Egypt, the organization canvassed morgues to give real numbers of deaths during the nation-wide uprising, which the American government used to pressure the Egyptian military, and the Egyptian government to end its violence.

In Syria, the organization had the trust of people and connections to get information that governments and other official channels didn't have. It obtained information that was used to get the American government to put sanctions on Syria, freeze assets, enforce travel bans of key Syrian officials and impose sanctions on its oil assets.

There are countless other watchdog networks. For example, The Fair Labor Association<sup>43</sup> is a collaborative effort of socially responsible companies, colleges and universities, and civil society organizations.

## **6. Platforms**

Some networks seek to provide platforms for other networks to organize. This category is completely new, enabled by the Internet, which provides the technology infrastructure for platforms. Platforms are more than technology. They include some kind of technology but also organizational capability that facilitates collective action. Our research has uncovered some significant new initiatives creating powerful new platforms that hold the promise of further dropping the transaction costs of global problem solving. These will be described in Big Idea Whitepapers as they emerge. But today powerful platforms are already making a difference in the world.

### **Ushahidi**

“Ushahidi, which means ‘testimony’ in Swahili, is a platform that was initially developed to map reports of violence in Kenya after the post-election fallout at the beginning of 2008.”<sup>44</sup> It empowered ordinary Kenyans to use SMS, email or the web to report incidents of violence and create a map of such activity.

The Ushahidi team now offers a free and open source mapping and content management system, with the goal of facilitating early warning systems and helping in data visualization for

response and recovery. The system focuses on mobile phones, since many areas of the world do not have reliable Internet access.

Ushahidi has revolutionized data visualization by using existing technology to facilitate the creation of citizen-generated maps and releasing the tool under an open source license. To date, the versatile platform has been used in Africa to report medicine shortages, in Gaza to track incidents of violence and in India and Mexico to monitor elections. The Washington Post even partnered with Ushahidi in 2010 to map road blockages and the location of available snow blowers during the infamous Snowmageddon, DC's largest snowfall in nearly a century.

With every new application, Ushahidi is quietly empowering millions of ordinary individuals to play a larger role in everything from democratic decision-making to crisis management to protecting public health. In doing so, Ushahidi highlights a profound contrast between a set of deeply troubled and stalled institutions that revolve around industrial age thinking and hierarchical organizational designs versus a new set of bottom-up institutions that are being built on principles such as openness, collaboration and the sharing of data and intellectual property.

## **7. Standards Networks**

These are non-state networks developing standards and specifications in virtually every area of technical specification. Whether for brick size, rail gauges, electricity, telephones or computers, standards have been critical to economic development, prosperity and human civilization for millennia. When it comes to international standards, state-based institutions such as the International Standards Organization have led the way. However given the growing domains requiring standards, the complexity of standards, the need for truly global standards and the requirements for vast numbers of stakeholders to be involved, the new networked models of standards setting increasingly make sense. The Internet itself is a case in point. Two networks below address the issue of standards for the Internet.

### **The Internet Society and the Internet Engineering Task Force**

The Internet Society (ISOC)<sup>45</sup> is the organizational home of the Internet Engineering Task Force (IETF),<sup>46</sup> the Internet Architecture Board (IAB),<sup>47</sup> the Internet Engineering Steering Group (IESG),<sup>48</sup> and the Internet Research Task Force (IRTF)<sup>49</sup>—the standards setting and research arms of the Internet community.

As explained earlier, IETF is a global community of network designers, operators, vendors and researchers whose goal is to make the Internet better, from an engineering point of view. Deliverables produced by the IETF are relevant technical documents that influence the way people design, use, and manage the Internet; the IETF is not concerned with the policy or the business of the Internet.

Similar to many multi-stakeholder networks, IETF's work is done by working groups who focus on various topic areas related to the technical aspects of the Internet.

Two groups oversee much of the work of the IETF: the Internet Engineering Steering Group (IESG) and the Internet Architecture Board (IAB), both of which are chartered by the Internet Society (ISOC). The IESG is responsible for the technical management of the IETF activities, including leading working groups, and the IAB provides guidance to the IETF and its board members.

A completely open organization, any individual can participate in the work of IETF or contribute to issues that are discussed. All documents pertaining to the work of the IETF are available publicly online.

How standards networks that are not state-based achieve legitimacy and acceptance by state based players and other key stakeholders is a topic of great interest worthy of investigation.

## **8. Governance Networks**

These are multi-stakeholder networks that have achieved or been granted the right and responsibility of non-institutional global governance. They are different from "government networks" as described by Anne-Marie Slaughter (non-state networks of government representatives addressing a global problem) and include non-government players.

### **Internet Corporation for Assigned Names and Numbers**

Internet Corporation for Assigned Names and Numbers (ICANN)<sup>50</sup> is the non-profit organization that coordinates the Internet's system of unique identifiers, ensuring consistent access for people around the world. The original mandate for ICANN came from the United States government, and the organization was incorporated in 1998.

ICANN's vision is "One World. One Internet." It uses a "bottom-up, consensus-driven, multi-stakeholder model" whereby members of sub-groups can raise issues at the grassroots level and almost anyone is welcome to volunteer for most of the working groups. This gives ordinary citizens around the world the chance to offer their points of view and influence the future directions of the Internet, rather than simply accepting the terms laid out by the Board of Directors.

## **9. Networked Institutions**

Some networks provide such a wide range of capabilities they could be described as Networked Institutions. They are not state-based, but rather true multi-stakeholder networks. The value they generate can range from knowledge generation, advocacy and policy development to the actual delivery of solutions to global problems.

## World Economic Forum

Probably the best example is the World Economic Forum<sup>51</sup> —“an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.” Founded in 1971 as the European Management Forum it grew to the World Economic Forum in 1987. A true multi-stakeholder network it involves all four pillars of society, even though its funding is primarily corporate—1000 member companies.

What started as a meeting for European executives has evolved into a platform to discuss and solve pressing global problems. With the malaise of Bretton Woods institutions and other international crises, the Forum became neutral terrain, best known for its annual meeting in Davos, a mountain resort in Switzerland. The meeting brings together some 2500 top business leaders, international political leaders, selected intellectuals and journalists to discuss the most pressing issues facing the world, including health and the environment. It also convenes a number of regional meetings around the world.

The Internet plays large in the transformation of the Forum from a series of meetings to a 365-day collaboration involving thousands of leaders from business, government, civil society and academia.

As it evolved from a think-tank into what might be described as a “do-tank” the Forum has developed a number of communities that are researching and taking action on many global problems. These are extensive and illustrate how networked institutions can perform many of the different functions of all 9 network types.

- The Global Agenda Councils are Multi-stakeholder groups of thought leaders who meet virtually and at the Summit on the Global Agenda to advance knowledge and develop solutions to issues on the Global Agenda. GAC members provide cross-disciplinary and long-term thinking to pressing global issues by monitoring trends, address knowledge gaps and provide recommendations to address global challenges.
- Global Shapers is a community platform for young people in their 20s to convene both virtually and in person to develop ideas and solutions to some of the world’s pressing challenges. Organized as a network of hubs in major cities around the world, Global Shapers work in their local communities and also collaborate between hubs to create a positive global impact generating knowledge, advocating and performing other functions.
- The Forum of Young Global Leaders is a multi-stakeholder, global community of exceptional young people who are committed to shaping the global future. Consisting of 700 leaders from 59 countries, the YGL works interactively and collaboratively to develop solutions to pressing global challenges.

- The Risk Response Network (RRN) provides private and public sector leaders with a platform to map, monitor and mitigate risks. The work of the RRN is focused in 3 areas: Risk research which includes the publication of various risk reports; Risk diagnostics which are delivered through a secure digital, collaborative platform “TopLink” that contains diagnostics tools like “risk radar” and “risk barometer;” and Risk response, a multi-stakeholder partnerships to exchange best practices and facilitate contingency planning in the event of a crisis or unforeseen event. As such they are a Knowledge Network, Operational and Delivery Network and involved in other network types such as Policy development.
- The Women Leaders and Gender Parity program promotes women leadership and global gender parity. The program has created a web-based platform to share successful best practices on how to close gender gaps and promote learning across stakeholder groups. As such they are also an Advocacy Network.
- The Forum recognizes and profiles technology companies (Technology Pioneers) that have a positive impact on the way business and society operate. Pioneers are selected on a yearly basis and profiled in the Technology Pioneers report. To date, more than 400 companies have been selected at Technology Pioneers by Forum.
- Global Growth Companies (GGC) have been identified as having the potential to be a driving force for economic or social change are invited to join the Global Growth Companies (GGC) community. GGC attend an annual meeting and collaborate through a private online networking platform providing the opportunity to seek new business partnerships, network with global policy experts, and knowledge share. To date more than 360 companies for 60 countries are a part of the GGC.
- Knowledge Advisory Group (KAG) is a network of academic administrators who collaborate and engage in peer-to-peer discussion and brainstorming on topics on the education agenda with the goal of incorporating academic perspectives into the work of the Forum.
- Global University Leaders Forum (GULF) is a group that meets by invitation only consisting of the heads of 30 leading global universities. Members participate in peer-to-peer discussion and share insights to inspire and shape decisions made at their home universities.

Today the Forum is investing heavily in the web-based technology platform required for such an ambitious set of collaborations.

There are other networks that are so elaborate they fall into this category, including The Global Water Partnership (GWP)<sup>52</sup>. This international network offers knowledge, practical advice and policy

development for sustainably managing water resources. It convenes events, scrutinizes and performs many of the functions of the 9 network types. The Clinton Global Initiative (CGI)<sup>53</sup> could also be considered a networked institution in that it convenes global leaders to devise and implement actions through the facilitation of cross-sector partnerships aimed at combating some of the world's most important issues, develops knowledge in many areas and undertakes operational delivery roles in several emerging economies.

## 7. Unleashing the Power of Multi-Stakeholder Networks

While multi-stakeholder networks hold great promise and are already having a profound impact on the world, they pose a number of difficult questions. Do these networks lack legitimacy because they were not democratically elected by majority rule? In whose interests to they act? To whom are they accountable? Are they open to participation by appropriate people? The United Nations may have growing inadequacies as a vehicle for global cooperation, but at least it appears to be a representative and legitimate body and its delegates are accountable, in theory, to the national governments of which the UN is composed.

There are doubtless other issues to be investigated that are critical to helping us understand how these networks tick and how they can be more successful. For example, the Net facilitates unprecedented forms of negotiation on an international scale, but little is known about how that occurs or can occur best. Fen Hampson, Director of the global security program at the Center for International Governance Innovation poses the question, “How do such networks negotiate among themselves to form viable coalitions and how do they negotiate with state authorities, why are some negotiations successful and others not (e.g., ozone treaty versus climate change negotiations)?”

Further, as CIGI’s Mark Raymond points out, “We know little about the interaction between state-based institutions and the new models.” How do these networks become accepted as legitimate entities? Do networked forms of governance enhance or undermine their ability to do so? In what ways? How can these new social forms be made more likely to enhance the ability of governments to protect (or even properly identify) the public interest? Or to balance competing public interests? And how do repressive governments view such networks as a threat and work to combat them?

The issue of “representation” is a thorny one. Democracy is a powerful, growing and unstoppable concept. But perhaps it’s time to evolve the democratic process for the needs of a new world. “Representation” is a deceptive concept and hardly ever means majority rule.

Most leaders of democratic countries rule with the support of less than half of their electorate. In fact, governments across the industrialized world face falling voter participation, declining political engagement and reduced levels of trust. Moreover when it comes to global representation, the points of view of many, perhaps most citizens are not represented by their national governments. This is not an argument for “direct democracy” or some kind of majority rule on a daily basis, as this could become the electronic mob. Representative government makes a lot of sense for many reasons. Among others it enables society to be governed when there is no clear and dominant point of view. But while necessary, it is becoming increasingly insufficient. Add to this the evidence that suggests that young people want to be more involved than participating in elections every four years and it’s not hard to imagine a need for new democratic processes that transcend elections. Especially when considering global problem solving. There will be no elections for a global institution to fight climate change. Yet, The Alliance for Climate Protection exists because there is global support for the notion that our atmosphere needs less carbon. In that sense they are representative in that they grow out of a

global concern and consensus. A network must integrate the concerns and interests of the stakeholders it tries to help. In other words: a network should not be disassociated from its constituents. Consequently, a network should not only embrace the mission, but it must conduct its operations based on democratic principles.<sup>54</sup>

## Achieving Legitimacy

*Legitimacy* is the flip side of this issue. Some networked forms are in many respects at odds with traditional standards of legitimacy for participation in collective processes of rule-making, interpretation and collective action.

Who exactly granted such networks the right to bring about change? The Forum process, for example, is inspired, but is it legitimate? Professor Schwab was among the first to address this issue. “Networks need to have legitimacy. These are not entertainment networks we’re talking about but networks that have global impact on the state of the world. So how do those networks become legitimate players to take, or at least prepare and shape decisions that affect the lives of many people even outside the network?”

To CIGI’s Mark Raymond, “The underlying issue here has to do with secondary rules, or rules about rule-making. These procedural rules tell us what kinds of organizations are legitimate.” He argues that the problem with these new networked forms is that it is not clear yet the extent to which they conform with or represent a fundamental challenge to existing social practices of rule-making.

Raymond also argues that when it comes to legitimacy there is a vital cross-cultural issue. “Modern international practices of rule-making have grown out of the European system (or ‘society’ in English School terms) of states. The problem is that the international system is experiencing procedural pressures arising out of the fact that many emerging powers have very different traditions of collective rule-making and rule interpretation that do not look entirely like the Western tradition rooted largely in notions of diplomacy and international law.” So even if new networked forms are consistent with modern international practices of rule-making in many ways, they may be deeply illegitimate according to the practices of rule-making in other cultural traditions. Says Raymond, “Thus, we should expect continued confusion about the legitimacy of such forms. We should also likely expect networks in other areas of the globe to look different (and operate differently) than networks originating in primarily Western cultural contexts.”<sup>55</sup>

From a survey of these networks, a number of themes emerge regarding how they achieve legitimacy, accountability and effective representation. As a very initial test case let’s consider the World Economic Forum. Is it a legitimate organization?

1. **Clear Definition of the Mission:** *Is the mission of the organization clearly defined?*

In the case of the Forum there is a clear mission, at its highest level “to improve the state of the world.” But a high level statement is not sufficient. There need to be clear goals and



objectives, against which the organization can be tested and held accountable. In the case of the Forum, every action, project, initiative or partnership must ultimately be a step towards achieving this mission. No activity gets approved before a proven link has been established between its outcomes and its impact on the state of the world. Not an easy task.

2. **Processes and structure to ensure the network operates within the mission:** *Is there some kind of process to make sure that the organization is clearly working inside the framework?*

In the Forum, there is a double account in this respect. The Foundation Board provides hands-on governance to all the initiatives of the organization. The Swiss government itself also acts as a supervising body demanding all audited accounts as well as the minutes from Foundation Board Meetings.

3. **Impact and measurement of results:** *Does the organization produce concrete results based on its mission?*

Says Schwab, “We at the Forum have extensive measurement programs to evaluate all of our initiatives as well as through our publications which are more concrete than just organizing meetings.”

4. **Transparency:** *Is there a full degree of transparency built into the network?*

Schwab argue, “We at the Forum distinguish clearly, as in normal life, between public and private meetings. However in general, we default towards openness, believing that even the outcome of private discussions should be made as public as possible. This transparency at the Forum is also achieved by a strong media partnership whereby media leaders have access to most of the private sessions.”

5. **Clear Representation Process for Decision Making:** *Is the decision-making process well represented?*

In the Forum, the Foundation Board is composed in such a manner that no stakeholder can have more than 50% of the seats.

6. **Personal Gain, Compensation for Leaders and Conflict of Interest:** *Are there employees, directors or other stakeholders who achieve inappropriate personal gain from participating in the network?*

The World Economic Forum is scrutinized pretty carefully on this issue. Says Schwab, “We have a salary structure which corresponds to similar organizations such as the World Bank, whereby even the Founder and Chairman cannot earn more than the highest paid Swiss official.”

## 8. Conclusions

Evidence is mounting that the current global slump is not just cyclical, but rather symptomatic of a deeper secular change. There is growing evidence that we need to rethink and rebuild many of the organizations and institutions that have served us well for decades, but now have come to the end of their life cycles. There is no more important of these than our institutions for global problem solving.

The global economic crisis should be a wakeup call to the world. The world *is* broken and the industrial economy and many of its institutions have finally run out of gas—from industries in crisis, governments that can't get things done, failing newspapers and old models of financial services to our energy grid, transportation systems and institutions for global cooperation and problem solving.

At the same time the contours of new enterprises and industries are becoming clear. Society has at its disposal the most powerful platform ever for bringing together the people, skills and knowledge we need to ensure growth, social development and a just and sustainable world. Because of the digital revolution, the old industrial models are all being turned on their head and new possibilities abound.

There is now a new medium of communications and a new engine of innovation and wealth creation that radically drops collaboration costs and as such enables profound changes to the way we orchestrate capability in society to innovate, to make goods and services and even to create public value.

Enterprise and communities are working together in new ways on shared concerns, endeavours and challenges. People everywhere are collaborating like never before in networks, sometimes on an astronomical scale to reinvent our institutions and sustain our planet, our health and our existence. From education and science to new approaches to citizen engagement and democracy, sparkling new initiatives are underway, embracing a new set of principles for the 21<sup>st</sup> century—collaboration, openness, sharing, interdependence and integrity.

The final frontier of this change is the challenge of solving the world's most pressing problems and finding new ways to cooperate and govern ourselves on this shrinking planet.

You are invited to participate in the definitive effort to tackle this challenge. We are looking for authors for both Big Idea Whitepapers (like this one) and Lighthouse Case Studies. Attached are templates for both.

Please join us.

Don Tapscott, September 11, 2012  
don@tapscott.com

## 9. The Author

Don Tapscott is Executive Director of the *Global Solution Networks* program. As one of the world's leading authorities on innovation, media and the economic and social impact of technology he advises business and government leaders around the world. He is CEO of the think tank *The Tapscott Group* and has authored or co-authored 14 widely read books. In 2011, the Thinkers50 organization, in partnership with the Harvard Business Review, named him as the 9<sup>th</sup> most important living business thinker. He is Adjunct Professor of Management for the Rotman School of Management at the University of Toronto and the Inaugural Fellow of the Martin Prosperity Institute at U of T.

## Appendix 1: Other Examples of the 9 Types of Global Solution Networks

Let's review the 9 types of "multi-stakeholder networks for global problem solving, cooperation and governance" with several examples from each network type.

### 1. Knowledge Networks

The primary function of Knowledge Networks is to 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.

#### **Stockholm International Peace Research Institute**

The Stockholm International Peace Research Institute (SIPRI)<sup>56</sup> is an independent organization that produces analysis and recommendations based on its research into conflict, arms control, armaments and disarmament. SIPRI was established in 1966 with the support of the Swedish Parliament, from which the organization is still partially funded.

A knowledge network, SIPRI provides a platform for international researchers to work in cooperation, often hosting guest researchers, while also working closely with intergovernmental organizations including the United Nations and the European Union. The Institute was ranked second in the results for non-US think tanks in the 2011 Global Go To Think Tanks ranking.

The Institute is known for focusing its research on present-day realities. Currently, the team of approximately 40 researchers is focused on topics including Chemical and Biological Warfare, Non-Proliferation and Export Controls and Arms Transfers.

#### **Global Network for Women and Children's Health Research**

The Global Network for Women and Children's Health Research (GN)<sup>57</sup> seeks to address the alarming mortality rates facing women and children in the developing world. The Global Network was founded in 2001 as a private-public partnership between the US National Institutes of Health (NIH) and the Bill and Melinda Gates Foundation.

As a knowledge network, the purpose of the GN is to build scientific capacity around these issues that stems from regions of the world lacking infrastructure and research expertise. In order to improve the situation facing women and children in the developing world, the Global Network seeks to build sustainable public health and research infrastructures in nations currently without such capacities.

The present GN has seven multidisciplinary research units, each of which is founded upon a collaboration between an institution in the US and in a developing nation.

**Habitat Jam**

Habitat Jam<sup>58</sup> was a massive online event organized by the United Nations Human Settlements Programme (UN-HABITAT), the Government of Canada and IBM. It was held on December 1-3, 2005 to help solve urgent problems of the world's cities. Participants contributed ideas that were used to shape the topics of discussion for the 2006 World Urban Forum 3 conference. With 40,000 people from 158 countries taking part, it is considered to be the largest public event on urban issues in history.

By providing an online collaborative environment to support an incredible number of participants and inviting anyone with an interest in urban issues to take part, the organizers created a forum where ordinary citizens from around the world could learn from each other and make their voices heard. Habitat Jam can be considered a knowledge network, as its emphasis was on the creation of new ideas to solve global urban issues. However like other knowledge networks it was conjunctural – it existed for only three days.

**TED**

TED (Technology, Entertainment and Design)<sup>59</sup> is a global set of conferences owned by the private non-profit Sapling Foundation, formed to disseminate “ideas worth spreading.” TED speakers tend to be leading experts in their fields, and their presentations are designed to engage the audience, often involving multimedia displays or in-house demonstrations.

The first event was organized in 1984, and in 1990 it became an annual conference. Since 2006, video recordings of TED talks have been made freely available online under a Creative Commons license, giving people around the world the opportunity to view presentations that previously only a small group of people were able to watch in person.

These videos have been viewed more than 500 million times, exposing ordinary people to extraordinary ideas. TED is a knowledge network that encourages new research and ideas to solve a wide variety of global problems by bringing together experts to share their work.

## **2. Operational and Delivery Networks**

This class of networks actually delivers the change it seeks, supplementing or even bypassing the efforts of traditional institutions.

**350.org**

350.org<sup>60</sup> is a global grassroots movement to solve the climate crisis. The movement is led from the bottom up by thousands of volunteer organizers in more than 188 countries. Together they create online campaigns, grassroots organizing and mass public action to raise awareness. The organization says it “works hard to organize in a new way—everywhere at once, using online tools to facilitate strategic offline action.”

In 2009 it coordinated 5200 simultaneous rallies and demonstrations in 181 countries. CNN called it the “most widespread day of political action in the planet's history.” In 2010 it organized the “Global Work Party” with more than 7000 events worldwide, ranging from solar panel installations to community garden plantings.

In 2012, it promises that “with the help of millions of people, we'll create a wave of hard-hitting climate activism all over the world that can lead to real, lasting, large-scale change.”

### **Standby Task Force**

With masses of volunteers banding together to help crisis-afflicted communities globally, the Standby Task Force (SBTF)<sup>61</sup> was conceptualized to better facilitate and support these humanitarian response efforts.

As an operational and delivery network, SBTF uses crowdsourcing and mapping technologies to train and support volunteers while leveraging lessons learnt in Haiti, Chile and Pakistan.

SBTF utilizes an ‘open source model’ employing Ning, Skype and Google Groups to champion live crisis mapping and help digital volunteer teams collaborate on crisis management tasks to reduce haphazard response efforts and improve emergency relief tactics.

Focused on humanitarian emergencies and any political situations that infringe on human rights, SBTF was globally recognized for their efforts in creating the Libya Crisis Map though their true success lies not in their accolades, but rather in their genuine desire to serve those already serving the world.

### **Digital Democracy**

Digital Democracy (DD)<sup>62</sup> is an example of how tiny networks can punch above their weight class. Founded in 2011, it creates agile programs based on human-centric design serving communities in crisis, transitioning states and repressive regimes. DD utilizes technology to empower marginalized communities to engage in democratic actions to protect their human rights.

Positioned as ‘technology agnostic’ the organization takes a flexible and sustainable approach to building the most relevant solutions to issues on the ground in partnerships with local partners. To date the organization has worked in 21 countries—securely documenting crimes against humanity in Burma/Myanmar, safely drafting policy in Iraq, and instituting a first of its kind emergency response system in Haiti to address rape and gender-based violence against women.

Comprised of individuals, volunteers, local institutions, media and healthcare providers DD is an operational and delivery network that has delivered opportunities for democracy and basic human rights to communities around the world, using technology as a catalyst for global change.

### **The Red Cross**

Although it pre-dates the Internet, the “The International Federation of Red Cross and Red Crescent Societies” (IFRC)<sup>63</sup> can be viewed as a multi-stakeholder network for global problem solving. In fact it is the world's largest humanitarian network reaching 150 million people in 187 National Societies through the work of over 13 million volunteers.

As an operational and delivery network, The Red Cross actively engages its massive volunteer network and focuses its efforts on supporting vulnerable people in areas affected by disasters and health emergencies.

The Red Cross was formed in Switzerland in the mid-19th century with the goal of caring for soldiers injured in war, though they also tended to victims of natural disasters. Soon Red Cross Societies were created in countries around the world, and in 1919 the IFRC was formed to facilitate cooperation among these Societies.

The network is highly organized and dedicated to transparency and accountability to its stakeholders.

### **The World Wildlife Fund**

The World Wildlife Fund (WWF)<sup>64</sup> has been the world's leading conservation organization for the last 50 years. In that time, the WWF has acted locally and globally, currently supported by 1.2 million US-based members and a staggering 5 million global members.

The foundation develops science-based solutions to protect species, conserve places, transform businesses, tackle climate change and help communities manage natural resources wisely. The WWF also incorporates elements of governance, gender, health and education into their conservation efforts with a focus on priority places.

2011 marked a milestone for the foundation with investments in conservation programs breaking the \$200 million mark for the first time in the foundation's 50-year history. Working in 100 countries worldwide, the WWF, an operational and delivery network develops innovative approaches to conservation in hopes of building a harmonious future for people and nature—in a time when the planet needs it the most.

### **Bill and Melinda Gates Foundation Global Health Program**

The Global Health Program,<sup>65</sup> a subset of the Bill and Melinda Gates Foundation, seeks to catalyze advances in science and technology to focus on and eradicate major-impact health problems in developing countries. With a focus on improving the delivery of sustainable tools and solutions, the foundation also invests in research and development of new interventions including vaccines, drugs and diagnostics.

The foundation works through grants while nurturing relationships with partners in priority areas of focus including infectious diseases and integrated health solutions. Collecting input from experts and the foundation's own Global Health advisory panel, the program is successful in discovering knowledge and resource gaps, delivering scalable solutions and working with Policy and Advocacy to encourage sustainability.

As an Operational and Delivery Network the Global Health Program is a leading example of being the change it wants to see in the world.

### **Medicines for Malaria Venture**

Medicines for Malaria Venture (MMV)<sup>66</sup> is a not-for-profit public-private partnership set on a mission to reduce malaria in disease-endemic countries through the development of new, effective, scalable and affordable anti-malarial drugs.

Operating on donations from public and private donors in addition to in-kind contributions from research partners, MMV has now become a leading product developer in the field of anti-malarial drug research and development since its inception in 1999.

MMV's Access and Delivery Advisory Committee (ADAC) works closely with Ministries of Health, pharmaceutical partners, international agencies, and the global health community to make the innovative products in their portfolio accessible to vulnerable people affected by this disease. They also partner with R&D teams to measure the efficacy of MMV-backed products and evaluate their market impact in 'real-life settings.'

As an operational and delivery network MMV strives to ensure access and delivery of life saving products to the people that need them most.

### **Keep a Child Alive**

Keep a Child Alive<sup>67</sup> is an initiative providing direct healthcare and support to children and families affected by HIV/AIDS in Africa and India. Leigh Blake founded the initiative after a 2003 trip to Kenya.

The purpose of Keep a Child Alive is to provide first class AIDS treatment, support and food for children and families affected by HIV/AIDS. There are currently 10 clinical and orphan care centers within four nations in Sub-Saharan Africa, the region most affected by HIV/AIDS globally, and India.

Keep a Child Alive is unique due to the fact that it relies on contributions from large organizations and major individual donors to support administrative and management costs, enabling them to give a considerably large percentage of monthly donations. Corporate partners of the initiative include The Bill and Melinda Gates Foundation, Maybelline and Time Warner Cable.



### **Random Hacks of Kindness**

Random Hacks of Kindness (RHoK)<sup>68</sup> is a global community of innovators building practical open technology to make the world a better place. A typical problem: the need to create a low-cost early warning system for floods. Traditional water flow sensors are too expensive for developing countries. The solution: use inexpensive webcam images and video coupled with pattern recognition software to estimate water flows in natural and manmade water channels and rivers.

RHoK was formed by Microsoft, Google, Yahoo, NASA's Open Government Team and the World Bank, but anyone with the necessary skill set is welcome to participate.

RHoK has hosted 4 global events to date, in 45 cities around the globe involving more than 4000 participants, as well as numerous independent community events. During the RHoK 4 global event in December 2011, over 120 problems were addressed by 110 technology solutions. Solutions developed by the RHoK community have been used by organizations such as the World Bank, governments, emergency responders, and citizens.

## **3. Policy Networks**

Policy networks include non-governmental players in the creation of government policy. They may or may not be created or even encouraged by formal governments or government institutions.

### **Internet Governance Forum**

The Internet Governance Forum<sup>69</sup> brings together various stakeholder groups to discuss public policy issues relating to the Internet. The Forum's purpose is not to make formal decisions, but to inform and inspire those with policy-making power in the public and private sectors. It provides an arena for dialogue where interested actors can take up an issue without concern that a decision may be taken against their interests.

The Forum was established by the World Summit on the Information Society in 2006. Since then, it has become the leading global multi-stakeholder forum on public policy issues related to Internet governance. It is key to shaping the international agenda and in preparing the ground for negotiations and decision-making in other institutions. The Forum has no power of redistribution, and yet it has the power of recognition—the power to identify key issues.

## 4. Advocacy Networks

Advocacy Networks seek to change the agenda or policies of governments, corporations or other institutions.

### **Conscious Capitalism Institute**

Conscious Capitalism Institute (CCI)<sup>70</sup> is a movement and organization championing the cause of socially responsible governance in the business world. Raj Sisodia and Shubhro Sen, who are both considered thought leaders in this movement, founded the Conscious Capitalism Institute in 2009.

The purpose of Conscious Capitalism is founded in the notion that a new type of capitalism is emerging that allows businesses to maximize performance while also giving back to social good initiatives. An advocacy network, the Institute challenges business leaders to rethink not only their business strategy, but also their larger purpose and role in the interdependent global marketplace.

The Institute is made up of a growing global community of scholars, corporate executives and CEOs dedicated to pursuing research and engaging in conversations in order to further the understanding of the idea of conscious capitalism.

### **Kony 2012**

As discussed earlier in this paper, Kony 2012<sup>71</sup> is a single-issue advocacy network organized by San Francisco-based non-profit Invisible Children, Inc. The organization was founded in 2004 as a means to bring awareness to the Lord's Resistance Army (LRA) of Central Africa and its warlord Joseph Kony.

The Kony 2012 movement was launched online in March 2012, with Invisible Children using viral marketing techniques and word-of-mouth to spread a 30-minute film they had produced on the controversial subject. While the video skyrocketed to 40 million views in just three days on the Internet and received support from celebrities, Invisible Children and the Kony 2012 movement faced significant backlash in the week following its release due to unreliable facts in the video and finances within the organization.

While the organization proved how large an audience could be reached through accessibility across social media platforms, Invisible Children and the Kony 2012 raise a number of questions regarding legitimacy and accountability. It did, however, spur the US Senate Armed Service Committee's to adopt a defense authorization bill allocating \$50 million to bring down the African warlord.

## 5. Watchdog Networks

These networks scrutinize institutions to ensure they behave appropriately. Topics range from human rights, corruption and the environment to financial services.

### **AIP/FLA (Fairlabor.org)**

The Fair Labor Association<sup>72</sup> is a collaborative effort of socially responsible companies, colleges and universities, and civil society organizations. The Association believes consumer products should not come at the cost of workers' rights, and that all goods should be produced fairly and ethically.

The Association seeks to create lasting solutions to abusive labor practices by offering tools and resources to companies, delivering training to factory workers and management, conducting due diligence through independent assessments, and advocating for greater accountability and transparency from companies, manufacturers, factories and others involved in global supply chains.

Since 1999, the Association has helped improve workers' lives by holding affiliated companies accountable for implementing the Association's Code of Conduct across their supply chains. It also provides an arena where civil society organizations can engage with companies and other stakeholders to find solutions to labor concerns.

### **The Environmental Working Group**

The Environmental Working Group (EWG)<sup>73</sup> is an American environmental organization dedicated to protecting public health and the environment through research and advocacy. The EWG was founded by Ken Cook and Richard Wiles in 1993.

The purpose of the EWG, a watchdog network, is to expose unsettling facts that when left unnoticed, can put both the health of the general public and the ecosystem at risk. In leveraging the power of public information, the EWG aims to replace out-dated and harmful federal policies, and encourage bureaucracies to strengthen regulation.

The EWG focuses on several specialized policy areas: health and toxics, farming, natural resources and energy choices. The EWG is sustained by its team that includes engineers, policy experts and scientists who work to identify and raise awareness of the general population on threats exposed through detailed research into government documents and their own scientific data.

### **Amnesty International**

Amnesty International (AI)<sup>74</sup> is a non-governmental organization dedicated to human rights. AI was founded in London, England in 1961 in response to an article published in The Observer that called for common action in light of human rights abuses.

As an advocacy network, the purpose of Amnesty International is to produce research, increase public opinion and engagement, and to encourage action by influencing government bodies. AI is self-governed and democratic, seeks to incorporate the say of every member, and does not support or oppose any government or the views of those whose rights they aim to protect.

Amnesty International boasts over three million members with supporters globally and offices in over 80 countries, and has been the recipient of both the Nobel Peace Prize and the United Nations Prize in the Field of Human Rights.

## **6. Platforms**

Some networks seek to provide platforms for other networks to organize.

### **Challenge Post**

Challenge Post<sup>75</sup> is an innovative platform and network that incorporates social media and crowd-sourcing into problem solving. Brandon Kessler created Challenge Post after he discovered an offer of a small monetary reward for a programming problem online.

The purpose of Challenge Post, a platform network, is to enable governments and software companies to engage the public in order to solve problems in a crowdsourcing format that enables other networks to organize. For each challenge, entrants can enter their idea for a solution, subscribe to updates, contribute to forums and are enticed with prizes and rewards for a winning entry.

Challenge Post, in addition to producing successful challenges for the City of New York and First Lady Michelle Obama, has grown to offer their customizable platform to organizations, now even incorporating public voting as well as judged evaluations into some of the campaigns.

### **Change.org**

Change.org<sup>76</sup> is a social action platform that enables individuals to create real change in their community, city or country. The organization believes that anyone, anywhere can start, join and win campaigns to change the world.

The campaigns can be about anything. From supporting curb side recycling programs to fighting wrongful deportation to protecting against anti-gay bullying, Change.org members start campaigns around thousands of different issues. They have been influential in causing Apple to

treat workers in its supply chain better, stopping home foreclosures in the United States and forcing the South African government to fight "corrective" rape of lesbians.

Its principal tool is e-mail petitions, which gain an average of 200,000 signatures, though some issues have attracted millions of signatures. The organization says it will soon expand its toolkit for online and offline campaigning. It has a team of organizers who provide free training, advice and strategic support to people who start campaigns.

### **seToolbelt**

“seToolbelt<sup>77</sup> is an open content community resource center for social entrepreneurs.” It offers over 1400 free tools, including toolkits, cases, business plans, and templates. By encouraging entrepreneurs to take these tools, use them, modify them, and then upload their new versions back to the site, the open nature of the network encourages the sharing of tools and knowledge.

seToolbelt supports social entrepreneurship by acting as a “one stop shop” for practical, useful resources that would normally be prohibitively expensive and dispersed across various vendors. It also gives individuals from around the world the opportunity to work together to solve problems and improve their enterprises. Rather than reinventing the wheel by creating their own technical resources from scratch, social enterprise practitioners can now learn from relevant existing materials.

### **Code for America**

Code for America (CfA)<sup>78</sup> aims to reimagine government for the 21<sup>st</sup> century. By building a network of advocates comprised of citizens, communities and start-ups the organization is committed to help governments work more effectively utilizing the power of the web and the people.

Through the Fellowship program, a platform for web professionals and entrepreneurs to collaborate online, CfA cultivates a new generation of public sector thought leaders by encouraging technological experimentation and collaboration.

CfA Brigades can be set up locally to deploy and sustain civic technology and expand data infrastructure. These civic apps can be implemented anywhere community participants are willing to embrace and share them, thereby introducing culture into city governments and facilitating collaborative efforts across city borders.

Although it is based in the United States it is addressing many global issues. As a platform network CfA pursues its overarching mission by empowering citizens to band together using technology, the Internet and one another as tools to reimagine governments today and for the future.

## 7. Standards Networks

These are non-state networks developing standards and specifications in virtually area of technical specification. Two below address the issue of standards for the Internet itself.

### **World Wide Web Consortium (W3C)**

Founded in 1994 by Sir Tim Berners-Lee, the World Wide Web Consortium (W3C)<sup>79</sup> exists with the primary goal of leading the web to its true potential. The principles “Web for All” and “Web on Everything” guide W3C’s work. A Global Standards Network, the W3C is made up of member organizations, core staff and the general public who work together to develop the standards, protocols and guidelines that ensure long term growth and success of the web.

The W3C follows a formal technical reporting process, which is used to create web standards, also known as recommendations. This formal process ensures consensus, fairness, public accountability and quality.

The work of W3C is guided by an Advisory Committee, Advisory Board and the Director and CEO. Working Groups, Interest Groups, Coordination Groups and Business & Community groups do the work to produce W3C deliverables.

Group membership is limited to member organizations or invited experts with the exception of Business and Community Groups that are open to the general public. The public can also support W3C by participating in discussions, reviewing specifications and translating standards,

A global organization, W3C has either formal or informal working relationships with other regional, national or international organizations that also work to develop web standards. They also have agreements with host institutions that provide a physical space for W3C staff. These institutions are MIT, ERCIM and Keio University in the US, Europe and Japan respectively.

## 8. Governance Networks

These are multi-stakeholder networks that have achieved or been granted the right and responsibility of non-institutional global governance. They are different from “government networks” as described by Anne-Marie Slaughter (non-state networks of government representatives addressing a global problem) and include non-government players.

### **International Organization of Securities Commissions**

The International Organization of Securities Commissions (IOSCO)<sup>80</sup> is an association of organizations that regulate the world’s securities and futures markets. Members represent over 100 countries and are usually the securities commissioner or main financial regulator of the country.

The organization was formed in 1983 as a global replacement for the inter-American regional association. It is cooperative in nature and offers technical assistance to members, which is especially valuable to those in emerging markets.

IOSCO aims to protect investors and increase investor confidence through information, regulation, and monitoring. Members are encouraged to share their experiences and cooperate in the creation and implementation of internationally recognized standards of regulation. Considering the global nature of investing today, this work is essential to improving the stability and fairness of the world's markets.

## 9. Networked Institutions

Some networks provide such a wide range of capabilities they could be described as Networked Institutions. They are not state-based but rather true multi-stakeholder networks. The value they generate can range from knowledge generation, advocacy and policy development to the actual delivery of solutions to global problems.

### Global Water Partnership

The Global Water Partnership (GWP)<sup>81</sup> is an international network that offers knowledge, practical advice, and policy development for sustainably managing water resources. The partnership was founded in 1996 with the support of the World Bank, the United Nations Development Programme (UNDP) and the Swedish International Development Cooperation Agency.

The purpose of the Partnership is to foster integrated water resource development. This is the coordinated development and management of water, land and related resources in order to maximise economic and social welfare without compromising the sustainability of ecosystems and the environment.

The network is open to all organizations involved in water resources management: developed and developing country government institutions, agencies of the United Nations, bi- and multi-lateral development banks, professional associations, research institutions, non-governmental organizations and the private sector. The GWP network has more than 2500 partners in 161 countries in 13 regions.

### Clinton Global Initiative

The Clinton Global Initiative (CGI)<sup>82</sup> is a networked institution that convenes global leaders to devise and implement actions through the facilitation of cross-sector partnerships aimed at combating some of the world's most important issues. Started in 2005 by Bill Clinton as an arm of the Clinton Foundation, the Clinton Global Initiative currently functions as an annual meeting attended by the likes of President Barack Obama, Warren Buffet, Bill Gates and Muhammed Yunus, and maintains commitments which focuses on making plans for specific action targeted

on a one particular issue. CGI organizes its energies around four main areas of global challenge: economic empowerment, education, environment and energy, and global health. CGI recently expanded its model to students and youth organizations with the founding of CGI University in 2007, which also functions as an annual meeting aimed at inspiring action around pressing international issues. CGI issues annual reports and newsletters documenting the quantified success of the organization.



## Appendix 2: Background – Research Done to Date

We conducted a literature review to understand how scholars, eminent thinkers and experts conceive of and categorize multi-stakeholder networks. Because of the limited amount of work in this area we cast a broad net, at times looking at civil society organizations. But to be clear, NGOs and the civil society are only one of the four stakeholder classes that constitute these networks.

The goal of the literature review was not to review all the work in the field, but rather to review selected work that has had considerable impact on the global policy community. In Section 1, we discuss the arguments of scholars who explored conceptual frameworks that shift the attention away from the state as the sole unit in global policy. In Section 2, we summarize definitions for multi-stakeholder networks. In Section 3, we review how different thinkers categorize the actors in the global policy arena. Section 4 discusses the work of Steve Waddell who has coined the term Global Action Networks. In Section 5, we examine different types of multi-stakeholder networks.

### 1. Fragmented Global Policy Arena

Alberto Martinelli, professor of Political Science and Sociology at the University of Milan, says that due to the worldwide interdependence of social entities, the sovereignty of governments is eroding. He defines globalization as “a set of related processes that interconnect individuals, groups, communities, states, markets, corporations and international and non-governmental organizations in complex webs of social relations; and, more synthetically, as the growth of networks of worldwide interdependence.”<sup>83</sup>

Several writers have developed similar definitions of new networks in the globalized world. Diane Stone, professor of Politics and International Studies at the University of Warwick, coined the term “global agora.” She defines this as a “growing global space of fluid, dynamic and intermeshed relations of politics, markets, culture and society. This public space is shaped by the interactions of its actors—that is, multiple publics and plural institutions.”<sup>84</sup>

James N. Rosenau served as a Professor of International Affairs at the George Washington University’s Elliot School of International Affairs and published more than 35 books and numerous articles. *Foreign Policy* magazine listed him as one of the most influential thinkers in the field of international politics. Rosenau developed the concept of “spheres of authority.” He argued that states should be seen as simply significant actors in a world marked by an increasing diffusion of authority.<sup>85</sup>

#### Stone’s Global Agora

Professor Stone’s “global agora” consists of states, international organizations and NGOs and multi-stakeholder networks. The actors are heterogeneous regarding their power, visibility and influence. Additionally, the global agora has no central authority, and no developed institutions, therefore it is subject to high uncertainty, disorder and dispersed decision making. Agenda setting occurs through multiple actors.

Networks in the global agora can be either: 1) gateways for democratization and a voice for stakeholders; or 2) gatekeepers. “Gatekeepers” refers to a global policy that is exclusive and managed by an elite transnational policy community. Stone believes that the current state of the global agora has something in common with the ancient Greek agora: it is elitist. Institutions are dispersed in the global arena, such as Washington or Geneva.<sup>86</sup> Because of the high barriers to entry, the majority of citizens are uninformed about these policy venues and face obstacles to raising their voices.

But because there is no central authority, there is no central ownership of problems. Stone identifies three types of problems suited to the global agora: *transboundary problems* (e.g. cross-border drug trafficking, pollution); *common property problems* (e.g. oceans, Antarctica, the atmosphere); and *simultaneous problems* (i.e. nations experiencing similar problems in health care, welfare or urbanization).<sup>87</sup>

#### **Public “bads” vs. public goods**

Professor Stone pinpoints that we face three types of global problems (transboundary problems, common property problems and simultaneous problems) that a single government cannot solve alone.

Public “bads” such as climate pollution are caused everywhere around the globe and do not need any coordination. International organizations and “non-state actors create global public goods or seek to regulate the adverse effects of global public bads.”<sup>88</sup> In other words, it is very simple to create public “bads” but it is very complex to create public goods because there is no central ownership of the problem. The provision of public goods requires collective action.

Professor of Sociology Pamela Oliver refers to the seminal work of the economist Mancur Olson who laid the ground for thinking about collective action. Olson defines a collective good as “one which, if provided to one member of a group, cannot be withheld from any other member.”<sup>89</sup> In other words, the key characteristic of a collective good is non-excludability.

Collective actions are any activities that aim to provide a collective good (i.e. a public good). Due to the non-excludability of public goods, free riding can occur. Olson assumes that if collective goods were divided among a large group, one person's contribution (or the lack of contribution) would not make a noticeable difference to the outcome. As a result, collective action requires incentives that reward contributors and punishes defectors.

Oliver builds on previous thinkers and identifies three types of incentives: *material incentives* (salaries, insurance programs, economic retaliation), *solidary incentives* (praise, respect, friendship, shame) and *purposive incentives* (internalized norms and values). Oliver also highlights that a small group can create collective goods by interdependently coordinating their action to make a large contribution through an appropriate technology (e.g. lobbying Congress).<sup>90</sup>

The United Nations Development Program (UNDP),<sup>91</sup> the World Bank<sup>92</sup> and the academic community agree that the global public goods are currently undersupplied. Because there is no exclusivity of global goods, the private sector has few incentives to provide them in sufficient amount. Additionally, national governments cannot agree on which global public goods should be provided and how to share the financial burden of financing them.<sup>93</sup> A multi-stakeholder network is one instrument to create public goods if the network is able to create the right incentive structure for its members and stakeholders.

### **Rosenau's Spheres of Authority**

With his concept of "spheres of authority," Rosenau argues for fundamental rethinking with respect to global policy making.<sup>94</sup> The boundaries and powers are shifting: weakened states are experiencing competition from non-governmental organizations at the local, provincial, national, transnational, international and global levels.

Most thinking about global policy is still based on the nation state. Some see governments in a peripheral role, while others see governments as central.<sup>95</sup> Rosenau argues that governments should "not be posited as first among equals, but simply as significant actors in a world marked by an increasing diffusion of authority and a corresponding diminution of hierarchy. States retain their sovereign rights, however the realms within which these rights can be exercised have diminished as the world becomes even more interdependent and as state boundaries become ever more porous."<sup>96</sup>

We can observe the weakening of the state and the subsequent creation of authority vacuums and a vast growth in the number of spheres into which authority has moved. Rosenau says, "Global-seeking entities will have supplemented, perhaps even supplanted, states as the prime sources of governance on a global scale."<sup>97</sup>

In Rosenau's spheres of authority framework, focus lies on those political actors, structures, processes and institutions that initiate, sustain or respond to globalizing forces as they propel boundary-spanning activities and foster boundary-contracting reactions. In this view, states are one of many sources of authority. "The world is comprised of spheres of authority that are not necessarily consistent with the divisions of territorial space and are subject to considerable flux."<sup>98</sup> Authority is relational, one actor directs another, and the effectiveness of authority can only be measured by examining how the other one responds. There are two types of authority:

implicit (persuasion through expertise, influence, informal) or explicit (formal, bureaucratic authority).

An example for a non-territorial sphere of authority is the field of bonds and stocks and the role of rating agencies. By rating risk, agencies determine the cost of governments obtaining loans. There are hierarchies within the spheres. “Some credit rating agencies may be more influential than others, but there is no necessary basis for presuming that the most high-status credit agency can achieve compliance from actors outside its sphere or that its compliance can be achieved by actors in other spheres.”<sup>99</sup> In this view, a state has to compete over the authority with the rating agencies in this sphere. Very likely, a single government cannot enforce rules on the rating agencies. In this case, authority through sovereignty is not sufficient; a government must build coalitions to impose regulations. Consequently, Rosenau (1999) defines global governance as follows:

“Governance, in other words, refers to mechanisms for steering social systems toward their goals, a conception which is far more amenable to understanding a world in which old boundaries are becoming obscure, in which new identities are becoming commonplace, in which the scale of political thought has become global in scope.”<sup>100</sup>

### **Hampson, Hay and Rischard on Global Public Goods, Bads and Other Challenges**

Scholars Fens Osler Hampson and John B. Hay argue that the institutions that shape global policy have a democratic deficit. This deficit “emerges in the systematic exclusion of people—especially the poor and otherwise marginalized—from participation in the big institutions of domestic and international governance.”<sup>101</sup> Goods such as individual security, tolerable minimums of economic well-being, the essentials of sustainable and democratic development, are unequally consumed. To provide an answer, Hampson and Hay review key writings of the human security literature. Human security consists of two elements: first, if people are threatened by events beyond their control, they need to be protected; second, people and their communities must be empowered to address and solve problems locally.

Hampson and Hay also find that globalization and interdependence require new approaches to solve public global public goods as well as public bads. Public goods have three characteristics: they are non-excludable, non-rival and all their benefits are universal. Hampson and Hay add that most public goods are impure (e.g. paying a toll for using a bridge). Additionally, the rise of the civil society blurred the boundaries of what should be considered public or private. Consequently, matching stakeholders and decision-makers could solve the management of problems such as poverty. Hay and Hampson argue that the application of public goods theory is limited. “Not every undersupplied good is a public good. As well, some things are in short supply not because they are public goods, but because some people use their market power, political power, or sheer force to keep them in short supply.”<sup>102</sup> The scholars suggest that we

need to institutionalize systems that reward producers and consumers of real public goods such as healthy fisheries.

Hay and Hampson highlight the work of Jean-Francois Rischard. As a former executive director of the World Bank, Rischard has also written about these issues in a more popular vein in his book *High Noon: 20 Global Problems, 20 Years to Solve Them*.<sup>103</sup> Rischard argues that two big forces of global change “are running ahead of humanity’s ability to solve them—the population explosion and the new world economy.”<sup>104</sup> He argues that the democratic deficit requires an institutional innovation that erases the separation between the public, the private and civil society spheres. Rischard believes that this innovation will not take place in the near future. As a result he suggests a focus on global issues networks (GINS) “that are forging vigorous and innovative new partnerships among public, private and civil society actors.”<sup>105</sup> These networks should pressure national governments to act, take practical action to tackle problems such as global warming. Rischard also emphasizes the role of technology, such as in the form of global electronic town hall meetings that can gather participants from around the globe. In short, global issue networks are the same as what we understand under multi-stakeholder networks.

Although Hay and Hampson have a positive view on such networks, they also highlight their challenges. First, in the light of the pressing problems we face, is it sufficient to “rely on such accidental collaborations?”<sup>106</sup> Second, these networks only provide a limited remedy to the democratic deficit in global policy if the most powerful actor is not fully engaged. Hay and Hampson argue that without the US, systemic provision of public goods (e.g. Marshall Plan, Bretton Woods Institutions) would not have been possible. We believe with the rise of other superpowers, the focus only on the US falls short. But Hay and Hampson make a valid point that at some point, multi-stakeholder networks must have convinced powerful players to join their cause. Otherwise a tipping point towards a better future may not be reached.

### **Transnational NGO Networks**

For the purposes of this project, Global Problem Solving Networks are not simply NGOs. However they are pertinent to this study as many transnational networks are NGO networks. As such we surveyed the somewhat vast literature on NGOs as well although the results are not reported here.

Adil Najam of the Lahore University of Management argues NGOs are “concerned with the articulation and actualization of particular social visions.”<sup>107</sup> Anna C. Vakil, Professor at University of Windsor, defines NGOs as “self-governing, private, not-for-profit organizations that are geared toward improving the quality of life of disadvantaged people.”<sup>108</sup> “NGOs have come to mobilize, articulate and represent people’s interests or concerns at different levels of decision-making: locally, nationally and internationally.”<sup>109</sup>

The primary activity of many NGOs is advocacy, the “act of organizing the strategic use of information to democratize unequal power relations.”<sup>110</sup> Advocacy’s goal is to empower the weaker members of the society by providing them information and help to organize their interests towards decision-making. Additionally, advocacy helps to improve self-confidence within a community. NGO global activities often require establishing transnational relationships between other NGOs or organizations that share the same concern. Transnational NGO networks try to pursue activities within different political arenas. A political arena is the sphere where decisions are made. A political arena can be either defined geographically (e.g. local, regional, national, global) or institutionally (field of key actors that are involved in the process of establishing a convention). A transnational NGO network can be defined as a network of multiple non-governmental organizations and stakeholders that attempt to solve a pressing problem by coordinating their work in different political arenas.

## 2. Defining Multi-Stakeholder Networks

Diane Stone argues that because of the absence of global formal policies, informal networks are emerging. Global public-private partnerships, international agreements, private regimes, multi-stakeholder networks and transnational NGO networks are filling the gap and coexist alongside nation state policies. The idea of partnerships between corporations, NGOs and other civil society actors has its origins in international environmental and sustainability policy. The Rio Declaration (UNCED 1992), the Millennium Development Goals (UN 2000) and the WSSD Plan of Implementation (UN 2002) highlighted the importance of multi-stakeholder processes.<sup>111</sup> The rationale for multi-stakeholder networks: geographical scope of sovereign governments is limited and transnational and global institutions are not yet fully developed. Solving global problems requires a large number of actors. Neither corporations, NGOs nor governments alone can address problems on a global scale. Consequently, governments, business and NGOs need to cooperate.<sup>112</sup>

Ann C. Svendsen and Myriam Laberge from the Centre of for Sustainable Community Development (Canada) posit that we live in a world of highly interconnected people and ecosystems. Problems are increasingly complex, and no single organization has the capacity to address them. An example of a complex problem was the global health crisis triggered by SARS. This crisis would not have been resolved without the cooperation of businesses, civil society organizations and governments.<sup>113</sup>

Below is a brief review of how different scholars define multi-stakeholder networks and processes. We will also examine transnational NGO networks. Although the latter networks are not the same as multi-stakeholder networks, they share a similar problem: How can two different organizations that operate in a different arena work together to solve a pressing problem?

### Multi-Stakeholder Networks

Julia Roloff, associate professor at ESC Rennes School of Business, and an expert in stakeholder management, says, “In multi-stakeholder networks, actors from civil society, business and

governmental institutions come together to find a common solution that affects all of them.”<sup>114</sup> Diane Stone uses the term global policy networks, in which “actors build consensus, pool their authority, engage in collective decision making, and share policy responsibilities and program funding, that is ‘soft’ authority.”<sup>115</sup> Fanny Calder, associate fellow of the Sustainable Development Programme of the Royal Institute of International Affairs in the UK, defines multi-stakeholder networks as “groupings of governmental, intergovernmental, civil society and private sector stakeholder who come together to create change.”<sup>116</sup> Single actors often initiate networks (e.g. civil society or UN). Multi-stakeholder networks can be active on a global, regional, national or local level or on different levels at the same time (e.g. Minerals and Sustainable Development Initiative).<sup>117</sup>

How can individual stakeholders of a multi-stakeholder network be identified? “I define stakeholders within multi-stakeholder networks as any group or individual who can affect or is affected by the solution of the problem addressed by the network.”<sup>118</sup> According to this definition, “the network’s active participants and persons who are affected by the participants’ actions are considered to be stakeholders.”<sup>119</sup> The activities of multi-stakeholder networks should be transparent. Decisions should be made together (consensus). The network requires a high degree of communication amongst stakeholders. Actors have a self-obligation to deliver results.<sup>120</sup> The main goal is to establish trust within the network.

Multi-stakeholder networks differ substantially from other types of global cooperation between governments or international organizations and NGOs and/or corporations. In public-private partnerships, there is a formal relationship between government and business. The contractual relationships specify how a project should be completed. Additionally, in PPP projects, the interests of both parties are met.<sup>121</sup>

### **Multi-Stakeholder Processes**

Minu Hemmati, an expert in sustainable development and multi-stakeholder processes, wrote a book on multi-stakeholder processes for the Stakeholder Forum for a Sustainable Future (former name of the forum was UNED - United Nations Environment and Development).<sup>122</sup> In contrast to Julia Roloff, who has an actor view, Minu Hemmati deploys a process view and coined the term multi-stakeholder processes. She uses the term to describe processes which:<sup>123</sup>

- aim to bring together all major stakeholders in a new form of communication, decision-finding (and possibly decision-making) structure on a particular issue;
- are based on recognition of the importance of achieving equity and accountability in communication between stakeholders;
- involve equitable representation of three or more stakeholder groups and their views;

- are based on democratic principles of transparency and participation; and
- aim to develop partnerships and strengthen networks between and among stakeholders.

For her, multi-stakeholder processes can be used to build consensus, decision-making and implementation. They can also range from single events to multi-year processes.

### 3. Transnational Network Taxonomies

So far we have learned that numerous actors coexist along with the states and attempt to shape global policy. We have also defined what constitutes a multi-stakeholder network. These networks are actors among many others in the global arena. This section has two purposes: first, we look at how different thinkers categorize the actors at the global level. For instance, Rosenau argued that the actors in world politics are NGOs, non-state actors, sovereignty actors, issue networks, policy networks, social movements, global civil society, transnational coalitions, transnational lobbies and epistemic communities.<sup>124</sup>

#### Transnational Policy Networks

We saw earlier that Stone argues that global policy processes are fluid and fragmented. Disorder and uncertainty are the norm in the global agora. Stone distinguishes between six types of transnational policy networks that participate in global policy processes:<sup>125</sup>

1. *TANs: Transnational Advocacy Coalitions*: These coalitions defend a cause or propose changes, for instance the coalition against blood diamonds. The coalition's main goal is agenda setting and to drive change through information. Generally, TANs have fewer connections to the government.
2. *Business Related Networks* (e.g. European Table of industrialists, Transatlantic Business Dialogue): Business related networks operate more as insider groups and have a closer connection to government. Similar to TANs, business related networks put their emphasis on influencing other actors through agenda setting.
3. *Private Regimes*: Private actors that perform global roles of accreditation and coordination. For instance bond rating agencies, or ISO.
4. *Transnational Executive Networks*: Diane Stone mentions that transnational executive networks are similar what Princeton Professor Anne-Marie Slaughter describes as horizontal intergovernmental networks. Slaughter argues that the state is not disappearing but becomes integrated into horizontal networks. Officials in these networks are legitimized through the state (e.g. Basle Committee).<sup>126</sup>
5. *Global Policy Networks*: Global Policy Networks are the same as multi-stakeholder networks (e.g. Global Water Partnership). As noted earlier, in these networks "actors build consensus,



pool their authority, engage in collective decision making, and share policy responsibilities and program funding, that is ‘soft’ authority.”<sup>127</sup> These networks are considered quasi-public or semiprivate.

6. *Knowledge Networks and Epistemic Communities*: e.g. Think Tanks and Science networks (e.g. Asian Fisheries Social Science Network). These networks gain access to decision making by providing expert knowledge (e.g. Network of Democratic Research Institutes). Networks of this category are often used for ideological purposes.

### Transnational Climate Governance

The scholar Liliana Andonova and her colleagues introduced a typology for transnational climate governance.<sup>128</sup> There are three types of actors: *public transnational networks* (horizontal intergovernmental networks), *private transnational governance networks* (non-state actors that establish governance systems, for instance coffee certifications or voluntary standards for chemical safety and environmental protection) and *hybrid transnational governance networks* (multi-stakeholder networks). These networks perform three primary governance functions: *information sharing* (creating and sharing knowledge), *capacity building and implementation* (enabling action) and *rule setting* (creating norms and rules to guide and constrain network members).<sup>129</sup>

Typology of Transnational Climate-Change Governance Networks

*Type of Actors*

<i>Function</i>	<i>Public</i>	<i>Hybrid</i>	<i>Private</i>
Information sharing	UK-California initiative	The Climate Group (TCG)	Pew Business Environmental Leadership Council (BELC)
Capacity building and implementation	Cities for Climate Protection (CCP)	Renewable Energy and Energy Efficiency Partnership (REEEP)	World Business Council for Sustainable Development (WBCSD)
Rule setting	Regional Greenhouse Gas Initiative (RGGI)	Chicago Climate Exchange (CCX)	The Gold Standard

130

Transnational Environmental Governance Authority Benjamin Cashore from the Yale School of Forestry and Environmental Studies identified three sources of authority in environmental issues:<sup>131</sup>

1. *Traditional Government*: the government has a monopoly on the legitimate use of force. Within the state, government may impose regulation or pass laws.
2. *Shared Private/Public Governance*: Government shares its policy-making authority with private actors.
3. *Non-State Market-Driven Governance Systems (NSMD)*: “Governance systems that derive their policy making authority not from the state, but from the manipulation of global markets and attention to customer preferences.”<sup>132</sup> Examples are Fair Trade Coffee or forestry (Forest Stewardship Council, 1996). External audiences, including those it seeks to regulate, often evaluate this type of governance system.

#### 4. Steve Waddell’s Global Action Networks

Steve Waddell coined the term Global Action Networks (GANs). Waddell believes that the complexity of creating public goods requires networks that provide human kind with the capacity to create a global future together. Examples for such networks are the Forest Stewardship Council and the Fair Labour Association. According to Waddell, other scholars have called these networks multi-actor regimes, earth governance, issue networks, collaborative governance or global governance organizations. Waddell defines Global Action Networks as entities that “mobilize multi-stakeholder resources, bridge divides among people, and promote the long-term deep change and innovation work that is needed to address global challenges.”<sup>133</sup> In a nutshell, Global Action Networks are systemic change agents, which attempt to tackle complex problems.

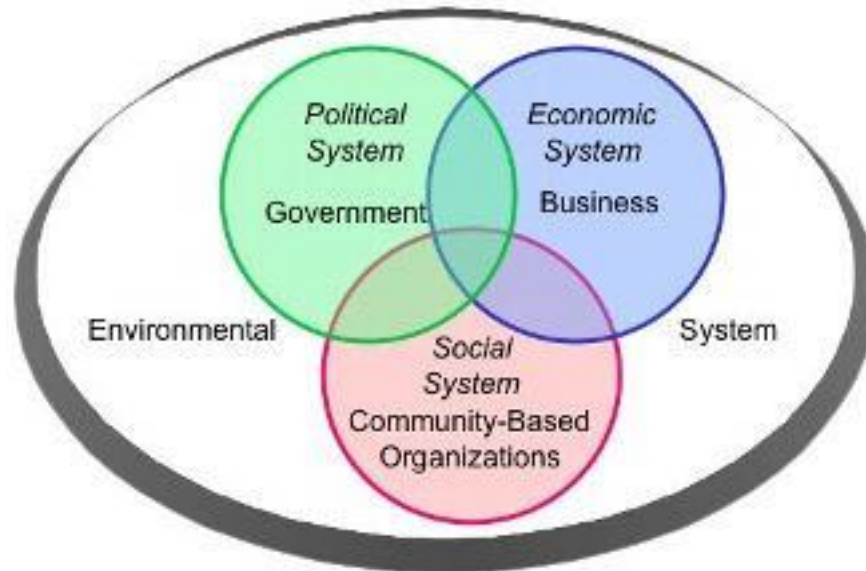
Waddell describes Global Action Networks as having seven characteristics.<sup>134</sup>

1. Global Action Networks are active globally and on multiple levels. The aim is a “local-to-global” presence. Waddell calls this concept “glocal,” wherein multiple action levels (local, national, regional, global) and sectoral geographic frames (nations, markets, interest communities) come together.<sup>135</sup>
2. Global Action Networks embrace diversity and engage in boundary spanning. The challenge is to integrate resources across organizational sectors and to overcome the traditional ethnic, linguistic, geographical, political and business-government-civil society division in a collaborative fashion.<sup>136</sup>
3. Global Action Networks are inter-organizational networks. The key membership group are organizational stakeholders, not individuals. Furthermore, Global Action Networks are inter-organizational networks composed of many inter-organizational partnerships. “These partnerships comprise modest numbers of the network’s participants working together around a specific task often bounded by geography and sub-issue.”<sup>137</sup>

4. Global Action Networks are systemic change agents. They are one element of the system, which attempts to influence other elements in order to achieve its vision. The goal is to reach a tipping point, where the vision becomes a legitimized standard that all members of the system are normatively required to follow. Whereas other organizations aim for incremental change or reform, Global Action Networks attempt to transform the world that we live in.
5. Global Action Networks are entrepreneurial action learners. These networks often engage in action, but also need to learn the lessons of their errors. Complex problems cannot be solved by following a path of rollout processes associated with business scaling-up. Global Action Networks issues “require an approach of planting many seeds and nurturing their development, rather than promoting one or two big solutions as ‘the answer.’ The latter will produce results that might be inappropriate in other contexts or quickly be bypassed by new developments.”<sup>138</sup>
6. Global Action Networks are voluntary leaders. These networks create coalitions of the willing. They lack the coercive instruments of governments (taxation, fines, laws) but they use social pressure. Nevertheless, Global Action Networks should influence governments to deploy regulation, if it is feasible.
7. Producer of global public goods. Global Action Networks attempt to produce goods that are non-excludable and non-rival. Examples are dealing with the negative externalities of globalization, creating a more environmentally sustainable future, ensuring greater social cohesion or developing sustainable wealth generation.

To Waddell the origins of Global Action Networks are the Red Cross Red Crescent Movement (1963) and the International Labour Organization (1919). The Cold War split the world into two camps and hampered the creation of truly global goods. Since the end of the cold war, the world has become more complex and dynamic. The current institutional system can address the creation of global public goods in two ways. First, one could privatize the public good (i.e. sell the rights to pollute). Second, governments could provide or protect public good by taxing polluters, using government ownership to protect forests or using regulation to prevent harmful behavior. The third approach is the Global Action Network. A Global Action Network brings together “stakeholders in a resource or issue to establish rules through which mutual agreement and collective enforcement”<sup>139</sup> can occur.

Waddell postulates that solving problems requires the collaboration of the three systems—government, business and community-based organization. The environmental system has an impact on all three sectors; consequently, it is not sufficient that the WTO focus only on economic decision-making. Each sector must integrate an environmentally sustainable imperative. In other words, for all the pressing issues it is necessary to aim for a holistic approach.



Source: Waddell (2010)<sup>140</sup>

## 5. Multi-Stakeholder Taxonomies

In this section we attempt to examine what types of multi-stakeholder networks exist. Again, we will also examine NGO taxonomies, as we believe that they offer insight to the attributes and dynamics of multi-stakeholder networks.

### Multi-Stakeholder Platforms in the Water Policy Community

Jeroen F. Warner from the Irrigation and Water Engineering Group of the Wageningen University and Research Centre examines the role of multi-stakeholder platforms in the water policy community.<sup>141</sup> He believes that:

“A Multi-Stakeholder Platform is like a roundtable where people with very different perspectives are gathered; a decision-making body (voluntary or statutory) comprising different stakeholders who perceive the same resource management problem, realize their interdependence for solving it, and come together to agree on action strategies for solving the problem.”<sup>142</sup>

It becomes obvious that multi-stakeholder platforms are almost the same as multi-stakeholder networks. Warner identifies six types of multi-stakeholder platforms:<sup>143</sup>

1. *Social Network*: a group of people, working in different organizations that enthusiastically pursue social change but have weak links to their constituencies. They struggle to have any influence at all.
2. *Focus Group*: interested citizens and organizations giving feedback to proposals, providing information, voicing their concerns and needs, at the invitation of the government. Thus they influence the problem or solution definition only indirectly.
3. *Service or Mediation Organization*: the platform raises money or support for joint projects for improving water supply or disposal.
4. *Crisis Management Platform*: the platform tackles difficult political issues or crisis coordination issues in a non-threatening environment.
5. *Social Movement*: an alliance for protesting a project (for example, a dam) by staging mass protests, can negotiate better amenities or changes in the project when they manage to co-opt their adversary into negotiation.
6. *River Basin (Co-)Management Organization*: devolving decision and management tasks to stakeholders (co-management).

### **Taxonomy of NGOs**

The University of Windsor's professor Vakil, created a framework for understanding NGOs, which is based on four attributes: orientations, level of operation, sectoral focus and evaluation attributes.<sup>144</sup> Orientation can range from welfare and development through to advocacy and education. The level of NGO operation can be international, national, regional and/or community based. Sectoral focus is the field in which the NGO is active. For example an NGO may focus on providing shelter. Vakil proposed four attributes to evaluate NGOs: accountability, transparency, efficiency and the degree of participation. The degree of participation can be described along a continuum from participatory (including consumer, clients and community members) to elitist (output is managed by specialists and professionals).

### **Accountability Taxonomy**

Alnoor Ebrahim, founding co-director of the Centre for Global Accountabilities identified three NGO types based on different accountability mechanisms and relationships.<sup>145</sup>

The membership organization is oriented towards serving the needs of its own members. Examples are agricultural cooperatives or interest-based associations, such as the Association for Research on Nonprofit Organizations and Voluntary Actions.

The service organization has no profit motive and provides a variety of services (e.g. housing, rural development, health) to its clients.

The network organization operates on a regional, national or transnational level. Many network organizations are advocacy networks. There are two subtypes: one type consists mainly of organizational members, such as the Global Anti-Dam movement. Networks within this subtype are rather formalized. Networks of the other subtype consist mainly of individuals and are often organized as a fluid coalition. Examples are the Anti-War movement. Single organizations may join these movements or gather themselves to pursue a cause (e.g. Amnesty International).

**Table 1. Accountability Among NGO Types**

<i>NGO Type</i>	<i>Orientation</i>	<i>Accountability to Whom? (Principal)</i>	<i>Mechanisms of Accountability</i>	<i>Key Accountability Characteristics</i>
Membership organization	Self-help development	Member or self	Franchise, reform (voice); dues (exit)	Member centered
Service organization	Charitable development	Funders, sector regulators, clients	Future funding, reporting, evaluation, and performance assessment; laws and disclosures; codes of conduct; stakeholder authority (voice); refusal of services (exit)	Contingent, multiple, weak toward clients
Network organization	Issue-based policy change	Individual members, organizational members	Lobbying, litigation, protest, fact finding, transparency; coordination	Collective and negotiated

Source: Ebrahim (2003)<sup>146</sup>

### **Political Responsibility Taxonomy**

Decision-making is dispersed across national borders and occurs in different political arenas. Transnational advocacy networks gather around global campaigns. Lisa Jordan from the Bank Information Center in Washington DC and Peter van Tuijl, from the Netherlands Organization for International Development Cooperation (NOVIB) describe global campaigns as “the pursuit of loosely linked political objectives carried out by transnational advocacy networks.”<sup>147</sup> The two experts propose a taxonomy based on the concept of political responsibility. They define political responsibility as “a commitment to embrace not only goals in a campaign but to conduct the campaign with democratic principles foremost in the process.”<sup>148</sup> Political responsibility manifests itself in seven areas:

- *Dividing political arenas:* a grassroots NGO in India does not know a lot about the political process in Washington, an NGO in Washington does not know enough about the local problems in India.
- *Agenda setting and strategy building:* lay out the objectives of each NGO and develop a strategy with transparent goals.
- *Raising and allocating financial resources:* the NGO network needs to recognize that financial resources create power relationships. NGOs in the north often have more resources than NGOs from the south.
- *Information flow:* do all participants have equal access to information? Information flow is a crucial point for achieving political responsibility.
- *Information frequency and format:* frequency refers to the regularity in the information exchange. The format specifies that for creating trust in the agenda setting stage, an e-mail exchange might not be enough.
- *Information translation into useful forms:* is information translated into forms that are useful for each arena?
- *Formalization of relationships:* if the campaign is enduring, it might be necessary to transfer energy from exploration to exploration by formalizing the campaign (e.g. statutes, World Rainforest Movement). Formalization supports transparency.

The researchers identified four types of campaign, listed by their degree of political responsibility:

- *Cooperative campaign:* there is a “close consultation with the groups who are supposed to benefit from the campaign and risks are assumed only in regard to the burden that can be borne by the most vulnerable.”
- *Concurrent campaign:* participating NGOs have different but compatible objectives. A high level of political responsibility is not achieved, because the goals in various political arenas differ.
- *Disassociated campaign:* the relationships between the NGOs are not as interwoven as in the cooperative and the concurrent campaign. In this type of campaign, the objectives put forward by various NGOs differ substantially and conflicts can arise.
- *Competitive campaign:* advocacy in one political arena creates a counterproductive effect for another.

### Functional View of Global Action Networks

Although Steve Waddell does not develop a comprehensive taxonomy, he refers to the sociologist Walter Powell who argues that in networks, the members pursue action that creates indebtedness and reliance over the long haul. In contrast to markets, the exchange value of networks cannot be easily determined. Waddell therefore concludes that “Reciprocity is central; participants in the network must be willing to contribute and give, as well as take and receive.”<sup>149</sup> Consequently networks require trust. Drawing from the sociologist Luhmann, Waddell lists three types of trust—trust of intent (same goal), trust in competence (ability to achieve the goals) and trust of understanding (members have the same understanding). Networks are able to achieve numerous outcomes, such as speeding the spread of knowledge, realizing the benefits of scale, delivering innovation, improving coordination of actors and integrating resources, knowledge and skills towards a common goal.<sup>150</sup> The following table summarizes what Global Action Networks can do. Note that Global Action Networks can fulfil several functions. Nevertheless, this list can serve as a taxonomy. It is likely that some networks focus on one particular function, such as advocating. Therefore these networks can be distinguished from others, which place an emphasis on measuring and certifying.

FUNCTION	GOAL
<b>Shared Visioning</b>	Creating events and interactions that generate shared understanding and vision
<b>System Organizing</b>	Bringing together an emerging global system of diverse stakeholders to generate coherence in strategies
<b>Learning/Research</b>	Developing and disseminating new knowledge and tools with research, piloting new approaches, and training
<b>Measuring/Certifying</b>	Developing indices, assessments, and/or certification processes
<b>Financing</b>	Combining forces to aggregate their impact and create a more efficient funding vehicle that anyone could do on its own
<b>Advocating</b>	Mobilizing voice and increasing pressure upon specific stakeholders who are blocking (actively or inactively) change



## Appendix 3: Template for Lighthouse Case Studies

Lighthouse Case Studies are named for their luminary character—they shed light on the way forward. Each Case should be at least 2,000 words with a maximum of 4,000 words—the length of a long article). The outline below is a suggestion, but the first 4 sections should always begin your case study. For the actual “Template” please contact the program team.

### 1. Title and Your Name(s)

### 2. The Idea in Brief

300 word executive summary

### 3. The Problem (Being Addressed by the Case)

Engage the reader with a compelling story that introduces the Case and why it is important and compelling.

### 4. The GAP

How formal institutions are inadequate or failing to address the problem.

### 5. The Case and Why It's Important

This is the body of the document. Please make this dramatic and lively. You'll need to interview the principal(s) to get the story right. Tell their story. How did they come up with the idea?

Was there a turning point where they started to achieve some kind of critical mass? Use lots of quotes. What evidence do you have that the network you're writing about is actually having an impact?

### 6. Key Takeaways

No more than 300 words please. Draw some key lessons from the Case. What can others learn? Discuss its implications.

### 7. References

### 8. Your Bio

100 words maximum. Why are you an appropriate person to be writing on this topic?

## Appendix 4: Template for Big Idea Whitepapers

Proposed Outline for Big Idea Whitepapers: New Platforms for Global Problem Solving, Cooperation and Governance

“Big Idea” whitepapers should be at least 1,800 words with a maximum of 10,000 words (about the length of a book chapter). They explore a significant topic being considered by the Working Group. They should cite case examples but they are different from “Case Studies” which examine a single organization or network. The outline below is a suggestion, but the first 4 sections should always begin your paper. For the actual “Template” please contact the program team.

### **1. Title and Your Name(s)**

### **2. The Idea in Brief**

200 word executive summary

### **3. A Story**

Engage the reader with a compelling story that introduces the Big Idea.

### **4. The Issue**

Why it is important. State the topic of the whitepaper.

### **5. Examples**

To make the Big Idea concrete use case examples to explain.

### **6. Analysis**

This is the body of the document.

### **7. Conclusions**

No more than 500 words please. Draw some key lessons from the Big Idea. Discuss its implications.

### **8. References**

### **9. Your Bio**

100 words maximum. Why are you an appropriate person to be writing on this topic?

## References

- <sup>1</sup> Global News, "Trending Now: Kony 2012 Video Goes Viral," *Global News*, March 7, 2012, <http://www.globaltvbc.com/trending+now+kony+2012+video+goes+viral/6442596160/story.html>.
- <sup>2</sup> "Kony 2012 Sheds Light on Uganda Conflict," *News*, n.d., <http://news.ninemsn.com.au/world/8431277/kony-2012-sheds-light-on-uganda-conflict>.
- <sup>3</sup> "Jackson Center To Show KONY?2012," *The Post-Journal*, February 14, 2012, <http://post-journal.com/page/content.detail/id/599038/Jackson-Center-To-Show-KONY-2012.html?nav=5004>.
- <sup>4</sup> "Kony Targeted by Viral Campaign," *BBC*, March 8, 2012, sec. Africa, <http://www.bbc.co.uk/news/world-africa-17295078>.
- <sup>5</sup> "Jason Russell | PMC Magazine", n.d., <http://pmc-mag.com/2011/02/jason-russell/>.
- <sup>6</sup> This section of the document draws heavily on the book *Macrowikinomics: New Solutions for a Connected Planet*. Don Tapscott and Anthony D. Williams, Portfolio, 2011.
- <sup>7</sup> From an interview with Klaus Schwab conducted by Don Tapscott, November 2011.
- <sup>8</sup> "Background for Working with NGOs - NGOPedia", n.d., [http://wiki.ngoconnectafrica.org/wiki/Background\\_for\\_Working\\_with\\_NGOs#The\\_value\\_and\\_size\\_of\\_the\\_NGO\\_sector](http://wiki.ngoconnectafrica.org/wiki/Background_for_Working_with_NGOs#The_value_and_size_of_the_NGO_sector).
- <sup>9</sup> Don Tapscott and Anthony D. Williams, *Wikinomics: How Mass Collaboration Changes Everything*, Expanded. (Portfolio Hardcover, 2008).
- <sup>10</sup> To be sure many governments are weakened in their capacity to play a leadership role. In the United States for example developments like the Patriot Act have certainly given the federal government some expansive new powers and authorities. However, more fundamentally says CIGI's Mark Raymond, "across a broad array of regulatory areas it seems to me that the evidence suggests a dramatic hollowing-out of federal capability. Coupled with the limited powers of individual American states, the result has been the lack of capacity to respond to the most recent financial crisis. At the level of public opinion and belief systems, the Republican party has largely succeeded in moving opinion substantially to the right of where it had been during the mid-twentieth century. This ideological shift acts as a major constraint on the role of government to play any kind of active role in the economy or society."
- <sup>11</sup> Lester M. Salamon and S. Wojciech Sokolowski, eds., *Global Civil Society: Dimensions of the Nonprofit Sector, Volume 2* (Kumarian Press, 2004).
- <sup>12</sup> "Better Regulation | Policies | BIS", n.d., <http://www.bis.gov.uk/bre>.
- <sup>13</sup> "Labor Standards Clash With Global Reality - New York Times," *New York Times*, April 24, 2001, <http://www.nytimes.com/2001/04/24/world/labor-standards-clash-with-global-reality.html?pagewanted=all&src=pm>.
- <sup>14</sup> Charles Sabel, "Anthony Williams Interviews Charles Sabel." In-person, April 16, 2009.
- <sup>15</sup> Forums for such activity include the World Business Council on Sustainable Development (a coalition of 165 international companies) and the Global e-Sustainability Initiative (a partnership of ICT service providers and suppliers and the UNEP and ITU).
- <sup>16</sup> These last two recommendations are in tension. The ability to exert influence often depends on the capacity to mobilize narrow interests. However, the legitimacy to make public policy depends on willingness of these same groups to think more broadly about the public interest.
- <sup>17</sup> Malcolm Gladwell. "Small Change: Why the Revolution Won't be Tweeted." *New Yorker*, October 4, 2012. [http://www.newyorker.com/reporting/2010/10/04/101004fa\\_fact\\_gladwell](http://www.newyorker.com/reporting/2010/10/04/101004fa_fact_gladwell)
- <sup>18</sup> Julia Roloff, "Deliberative Multistakeholdernetzwerke: Informelle Kooperationen Zwischen Unternehmen, Zivilgesellschaft Und Staat," *Forum Wirtschaftsethik* 13, no. 5 (2005): 6–19.
- <sup>19</sup> Ibid.
- <sup>20</sup> Steve Waddell, "Design Guidelines to Address Global Challenges: Lessons from Global Action Networks | Networking Action," *Organizational Design* (2012), <http://networkingaction.net/2012/04/design-guidelines-to-address-global-challenges-lessons-from-global-action-networks/>.

- <sup>21</sup> The aim of a multi-stakeholder network could be a “local-to-global” presence. Steve Waddell calls this concept “glocal”, wherein multiple action levels (local, national, regional, global) and sectorial geographic frames (nations, markets, interest communities) come together.
- <sup>22</sup> Anne-Marie. Slaughter, *A New World Order* (Princeton, N.J.: Princeton University Press, 2004).
- <sup>23</sup> Jennifer Coston, “A Model and Typology of Government-NGO Relationships,” *Nonprofit and Voluntary Sector Quarterly* 27, no. 3 (September 1, 1998): 358–382.
- <sup>24</sup> Diane Stone, “Global Public Policy, Transnational Policy Communities, and Their Networks,” *Policy Studies Journal* 36, no. 1 (February 2008): 19–38.
- <sup>25</sup> “CrisisCommons,” *CrisisCommons*, n.d., <http://crisiscommons.org>.
- <sup>26</sup> “350.org”, n.d., <http://350.org/>.
- <sup>27</sup> “The Standby Task Force | We Believe That Digital Volunteers Are the Future of Humanitarian Response,” n.d., <http://blog.standbytaskforce.com/>.
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