

# A “GLOBAL PARLIAMENT OF MAYORS” GOVERNANCE NETWORK:

Part I – The Concept

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



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## The Idea in Brief

Nation-states work together through multi-lateral agreements and global institutions in an effort to solve global problems and govern global resources. But states have limitations rooted in their very strengths—their independence and sovereignty—and their cooperative efforts in our new era of interdependence and globalization are increasingly insufficient and even ineffective and outmoded. The global governance network that curates the Internet itself demonstrates that new models of global governance—multi-stakeholder and not controlled by countries—can be effective and achieve broad legitimacy. The Global Parliament of Mayors (GPM) represents another type of governance network with enormous potential.

More than 50 percent of the world’s population lives in cities, and this rises to almost 80 percent in the developed world. In all countries, people are migrating from rural to urban areas. The pace and complexity of urban life mean city governments must be closely involved in the day-to-day problems citizens face, such as pollution, transportation, unemployment and violence. At the same time, cities offer broad potential for citizen engagement and can facilitate collaboration amongst the companies, NGOs, learning institutions, foundations, local movements and citizens that are both their stakeholders and their constituent problem-solvers.

By studying other global governance networks and conducting a review of inter-city networks such as ICLEI, the C40 Cities Climate Leadership Group and the UCLG, we have formulated a workable model for a proposed Global Parliament of Mayors. Rather than modeling itself on a traditional global institution, the GPM would be a network, embracing innovative global governance concepts. We propose a set of objectives and a scope of action for the parliament that make the case for a non-traditional, multi-stakeholder collaboration. It makes sense for this network to be multi-stakeholder, including not only mayors, but also key urban stakeholders beyond local government officials. Key areas of cooperation range from knowledge sharing, standards development and policy formulation, to actual solution delivery and ultimately a new model of “soft” global governance.

We also propose steps to achieve efficacy and legitimacy, and a decision-making model based on the Internet governance ecosystem’s *modus operandi* of “rough consensus and running code.” “Rough consensus” refers to the ecosystem’s underlying governing ethic in which decisions are reached by consensus rather than formal voting, while “running code” means that developing practical results drives the network’s activities.

Our proposed parliament would operate as a global urban network with a vibrant online community that collaborates on key issues 365 days a year.

## Developing a Global Parliament of Mayors

In 1943 Jean Monnet, the brandy merchant visionary who would make the case for a transnational post-war Europe, spoke these prophetic words: “There will be no peace in Europe if the states are reconstituted on the basis of national sovereignty. The countries of Europe are too small to guarantee their peoples the necessary prosperity and social development.”

Today, in a world where nation-states are growing even more ineffective, and we see the noble European Union experiment of pooled sovereignty struggling, we can say with equal certainty that there will be no peace or prosperity or sustainable economic development on the planet on the basis of purely national or even supra-national sovereignty. Neither sovereign states nor the international institutions they build can assure human survival. So instead of looking to nation-states as the vehicle to provide top down solutions to our many 21<sup>st</sup> century problems, we need to look elsewhere for solutions to problems such as climate change, environmental sustainability, terrorism, energy usage, water availability and food production. And perhaps the best place to look is where the majority of people in the world live: cities.

In 2013, the Yale University Press published a provocative, forward-thinking book, *If Mayors Ruled the World*, written by the well-known urbanist and political theorist Benjamin Barber. Barber argued that in the face of the most perilous challenges of our time—climate change, terrorism, poverty and trafficking of drugs, guns and people—the world’s countries seem paralyzed. The problems are too big, too interdependent or too divisive. Once society’s best example of democracy, nation-states are increasingly dysfunctional. Cities, and the mayors who run them, on the other hand, can do and are doing a better job.

Cities worldwide share unique capabilities that pre-dispose them to such a role: pragmatism, civic trust, participation, indifference to borders and sovereignty, and a democratic penchant for networking, creativity, innovation and cooperation. And in many instances, city mayors, singly and jointly, are responding to transnational problems more effectively than nation-states mired in ideological infighting and sovereign rivalries. Since *If Mayors Ruled the World* was published, Benjamin Barber has been working towards launching what he calls the Global Parliament of Mayors (GPM), which would bring his vision into reality. Barber’s GPM would be an organization of mayors that would provide a new form of global “soft” governance based upon cooperation amongst the world’s cities. While working towards establishing the GPM, Barber enlisted the aid of: fellow urbanist, Richard Florida; Don Tapscott, a world-renowned expert on the impact of technology on society and the head of the Global Solution Networks project run by the Martin Prosperity Institute at the University of Toronto’s Rotman School of Management; and Steve Caswell, one of the pioneers of the email industry and an expert on the design of online meeting environments.



As a result of the collaboration, the Global Parliament of Mayors concept has matured from an organization of mayors into a multi-stakeholder global solution network that would incorporate all four pillars of society: government, private enterprise, civil society and individual citizens. The GPM’s network, furthermore, would become one of the world’s most forward-looking online environments. On a local and regional level, it would connect digital citizens with city and regional governments around the world and one day would encompass millions of users, while it would also serve as the network for the GPM itself.

This paper envisions what could become a major new form of global governance that would benefit organized life on this planet, including cities, countries and international organizations.

## Reasons for a Global Parliament of Mayors

There are five fundamental reasons why the world needs a Global Parliament of Mayors (GPM):

1. **Global migration to cities.** Most people live in cities, so it makes sense to concentrate problem-solving capabilities there.
2. **Urban predisposition for problem-solving.** Cities are entrepreneurial, close to the people and richly connected to a wide variety of stakeholders. They have a history of cooperation and pragmatic problem-solving.
3. **A need for experimentation with new governance models.** Traditional models of state-based global governance have struggled to advance effective solutions to many global problems, so there is an urgent need to experiment with new models. The GPM is the most promising.
4. **Digital networks.** Online collaboration technology makes it possible to operate a largely virtual parliament that would not only be more cost-effective, but more transparent, inclusive and productive.
5. **Digital citizens.** There is a large, educated and motivated population of digital citizens that could be tapped to improve urban governance.



## The Global Migration to Cities and the Urban Predisposition for Problem-Solving

Currently more than half of the world’s population and close to 80 percent of people in industrialized nations live in cities. It is not surprising, then, that cities themselves have become primary centers of economic wealth production globally. Up to 80 percent of global GDP comes from metropolitan regions, and as much as 50 percent comes from the world’s 380 largest cities.<sup>1</sup> Furthermore, while technology may have “flattened” the world and given almost anyone the ability to work creatively from anywhere they choose, in practice, the most creative people in our societies increasingly congregate in what might be described as several dozen “mega-regions,” the concentrated areas of population that develop around major cities.

As Richard Florida points out in his book, *Who’s Your City? How the Creative Economy Is Making Where to Live the Most Important Decision of Your Life*, the top 40 mega-regions globally encompass about 18 percent of the world’s population, but account for some 66 percent of economic activity, develop 86 percent of patented inventions, and house 83 percent of the most cited scientists.<sup>2</sup> Basically, cities (and the mega-regions developing around the largest of cities) are now the primary face of governance that most people encounter in their daily lives, and also the crucial global problem solvers, which is propelling them to prominence as political, civic, cultural, economic and governance organizations.

To be sure, cities are far from perfect. One significant problem is that there is really no set of world standards associated with how cities should be governed. While some cities have great mayors and city councils, many others have weak and dysfunctional leadership. There are also few places to go to learn how to govern a city of significant size. When mayors and city councils are elected, they’re largely on their own. For city leaders there is no equivalent of a law school for lawyers or a medical school for doctors. Furthermore, while the more advanced cities are moving their operations into the 21<sup>st</sup> century, many city administrations are stuck in the 20<sup>th</sup> century, with little or no guidance for modernizing their approaches to economic development and governance.

As imperfect as the situation may be, however, it is far from bleak. Cities have a long record of improvising as required to solve problems. There is also a lengthy record of cities banding together to solve problems cooperatively. Today, for example, there is a growing number of inter-city organizations that share best practices and represent the interests of cities globally.

### Developing New Governance Models

While it makes sense to look toward cities to potentially solve a number of the key problems that we now face globally, it is not enough if we expect those cities to govern using the same models of governance that we’ve used since the formation of “modern” democracies. The Internet has changed our ability to acquire information and to communicate on



a global scale. In order for the GPM to succeed, it must embrace a new governance model that leverages these Internet-based capabilities.

To that end the Martin Prosperity Institute, in a project led by Don Tapscott, has been conducting the world’s most comprehensive study of Global Solution Networks—networks that are springing up via the Internet to solve a wide variety of global problems. So far, the project has identified 10 types of Global Solution Networks:<sup>3</sup>

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

To succeed, the Global Parliament of Mayors will need to develop an online digital network that embodies a number of the Global Solution Network types. Specifically:

- **Governance Network**—First and foremost, the GPM would be a governance network, although it would be from the perspective of bottom up, soft governance rather than from a perspective of top down, hard governance. The GPM would establish strategies and



guidelines in a wide variety of areas and encourage its member cities to follow suit. And in doing so, it would encourage collaboration and knowledge-sharing in promoting the most innovative methods for implementing urban projects and strategies. Guideline areas might include climate change strategies, energy usage, pollution levels, waste management and almost any topic associated with city management. These guidelines would not have the same force of law as what exists in nation-states. Instead, they would be implemented as city ordinances adjusted to meet local and regional environments. Nevertheless, such guidelines would likely have a huge impact on cities worldwide and would also likely influence national governments and international organizations.

- **Knowledge Network**—The GPM could become the world’s leading source of information about cities and how they function. This information would be available to the general public.
- **Operational and Delivery Network**—The GPM would provide online services to its members and, as such, would be an operational and delivery network.
- **Platforms**—The GPM would offer a version of the platform it develops for its own use to its member cities. Such a platform is increasingly needed by city and regional administrations to collaborate with their many stakeholders, especially the hundreds of millions of digital citizens who use the Internet daily.
- **Policy, Advocacy and Watchdog Networks**—The GPM would develop and promote solutions that were developed by its members. It would also serve in a watchdog capacity to monitor how these solutions were implemented.
- **Standards Network**—The GPM can aid in the development of a variety of standards that are increasingly needed on a global scale, including standards associated with how cities should be governed, and standards related to urban challenges such as water conservation, green infrastructure and climate change. The GPM should create a data bank housing such operational standards.

### Digital Networks, Digital Citizens and the Four Pillars of Society

There are four recognized pillars of society: government, private enterprise, civil organizations and individual citizens. But outside of elections, city governance typically involves government administrations, private enterprise and civil organizations. Few individual citizens participate. The GPM can bring millions of digitally-empowered citizens directly into the governance process.



In terms of their access to information and their ability to communicate and collaborate, today’s Internet-enabled citizens are an order of magnitude ahead of previous generations. Empowering citizens to interact with city governments and participate in the governance process is a key GPM goal.

Citizens have proven themselves able to make measured, well-reasoned decisions about budgetary issues in cities around the world. In New York City in 2013, for example, \$14 million in public funds were allocated directly through participatory budgeting where 17,000 residents in 10 council districts helped set priorities for local infrastructure projects. The Brazilian city of Belo Horizonte has been doing participatory budgeting since 1993 and today allocates some \$43 million for public works projects that are selected by citizens in nine individual districts. In Zeguo Township, China, citizens have been convened through statistically random sampling to establish spending priorities for road-building and construction projects. The German city of Hamburg is perhaps the most technically sophisticated: its participatory budgeting exercises conducted in 2006 and 2009 featured an online budget app with sliders that citizens could manipulate up or down to increase or decrease the level of funding for 22 budget items. The site attracted 50,000 visitors who generated over 2,100 draft citizen budgets, a selection of which were published in local newspapers and used as a basis for discussion in the local parliament. If the GPM brings about such large-scale engagement on an array of issues, it would be a governance revolution.

## What Will the Global Parliament of Mayors Achieve?

The GPM has eight important goals that range from practical and readily achievable to ambitious and speculative. The GPM would:

- Provide a solutions forum where cities can work together to solve many of the critical problems that nations have not yet been able to solve, such as urban pollution, climate change, inter-city criminal and terrorist activity, labor migration and undocumented immigration, water, gun control and transportation.
- Provide a governance capability where model city ordinances are crafted based on the solutions developed within the forum.
- Develop a framework for its ordinances to be implemented by member cities in a practical manner.
- Develop a “brainstorming” system that will help identify innovative ideas from around the world.
- Develop a global database of information about cities, including best practices and recommended standards for common city engineering issues, such as street



maintenance, garbage collection, recycling, sanitation, water delivery, building codes and traffic control.

- Provide city administrators with education associated with best practices for city management.
- Provide cities with a local platform that enables them to communicate effectively with their stakeholders, including private enterprise, civil organizations and individual citizens.
- Serve as a platform for existing inter-city organizations to participate within the GPM in order to collaborate and share their experiences with the global community of cities.

Can the GPM achieve these goals? It is certainly ambitious to expect the GPM to solve problems that have proven difficult for countries to solve. It is one thing for cities to cooperate to solve engineering-related problems, such as sanitation or garbage collection. It is another thing for them to grapple with problems like international terrorism or climate change. Nevertheless, it is worth the attempt, especially since there are important goals that a GPM can quite reasonably be expected to achieve, including building a worldwide database of standards and best practices and providing needed education to city managers.

## How Will the Global Parliament of Mayors Operate?

The GPM’s operating structure and rules of conduct will be developed by a group of founders that will be constituted in a meeting in The Netherlands on September 19-22, 2014. Five principles will guide the GPM’s operation:

- The GPM must be based upon a “soft” governance model. Since it cannot pass laws that are binding on its members, it must expect its member cities to implement recommended ordinances based upon their particular needs.
- The GPM’s management will be based upon collaboration and consensus building as opposed to a top-down management style in which a group of leaders determines policy and passes it down through the ranks.
- Membership in the GPM will be multi-stakeholder and include all four pillars of society: city governments, private enterprise, civil organizations and individual citizens.
- Most of the GPM’s business will be conducted online throughout the year, allowing everyone to participate without straining city, organization or individual budgets.



- The GPM’s online solution network will be global and have multiple functions.

### The “Soft” Governance Model

The imperative of governing on a global scale is the most important element of the GPM. It’s not enough that the GPM shares best practices or acts as an advocate for cities. Existing inter-city organizations already do this and it is hoped they will use the GPM’s resources to participate as key members and help meet its overall goal: developing a type of global governance emanating from the collective power of cities.

The GPM will create a new type of global governance. It will not aspire to become a surrogate top-down “world government” of cities that would displace national and international institutions, although it would certainly attempt to influence their activities. Instead, the GPM would operate bottom-up, favoring a soft governance approach based on collaboration and common ground. This type of consensus would allow cities to tailor individual solutions to particular circumstances, and thus meet the specific needs of stakeholders without giving up on common ground.

Consensus does not mean that everyone unanimously agrees. Building consensus is based upon identifying problems associated with a proposed solution and then eliminating the problems or adjusting the solutions until all of the problems have been resolved. Collaboration and consensus have worked very well as the management model used by the Internet Governance Network, which is the multi-stakeholder network that manages the Internet.<sup>4</sup>

### The Global Parliament of Mayors’ Online Network

Legendary communication theorist Marshall McLuhan coined the term “global village” and predicted the World Wide Web in the 1960s. His most famous expression was “the medium is the message.”<sup>5</sup> The GPM’s online network is the embodiment of this statement because it is the critical element that will enable the GPM to meet its goals. The GPM’s network will have the following characteristics:

- A **central portal** capability to keep everyone informed about the GPM’s activities.
- An **administrative component** to enroll new members, and to conduct a variety of business operations, such as placing ads throughout the network to help fund the GPM (obviously optional), selling GPM-branded items and specialized information reports or, providing educational services.
- A robust **collaboration and consensus building** capability that would be used by the working groups to develop policy recommendations.
- An effective **deliberation** component that assures broad debate and the airing of opposing viewpoints.



- A **document development** environment that would allow the documents supporting the solutions identified by GPM working groups to be developed in an online environment by participants from around the globe.
- A **knowledgebase or wiki** that would serve as a data base of best practices and solutions to problems developed on a worldwide scale.
- A **custom search engine** that would search across all GPM-related sites worldwide.
- A **digital “brainstorming”** system that is designed to identify innovative thinkers and their ideas associated with solving various problems facing cities.
- A **learning management system** so that educational programs can be developed to train members in using the network’s various components and to develop educational programs about the solutions to major problems developed by the GPM.
- A **“network of networks”** component so that the GPM system could be used by other inter-city organizations for their communications and also by cities to communicate with their local and regional stakeholders.

The GPM network, of course, still needs to be designed and developed. The technology required is well established. The biggest issue associated with its development is the proper funding of the staff required to operate the network and train users.

## Can a Global Parliament of Mayors Be a Legitimate Form of Governance?

While there are many questions about the capacity of nations to solve global problems, there is no question about their legitimacy to address those problems, at least when they are constitutionally grounded and democratic. Cities, in contrast, lack the foundational legitimacy of nations when trying to solve global problems. Nevertheless, legitimacy is not synonymous with efficacy. Nations might have legitimacy to address problems, but that does not make them effective at doing so.

While the GPM may not have a formal legitimacy to address global problems, it could develop a significant degree of legitimacy if it were able to:

- Operate with an open, collaborative, and transparent structure.



- Include a wide variety of stakeholders in a systematic search for innovative ideas to help resolve our vexing problems.
- Avoid boundary conflicts and zero-sum games and instead focus on pragmatic problem-solving that benefits members.
- Develop solutions that contribute to solving a number of the world’s thorny problems like climate control and international terrorism.

To be sure, there is a subjective quality associated with legitimacy, which is in part a function of perception. Legitimacy is subjective, thus there is really no definitive way to “prove” a GPM’s putative legitimacy. Yet it seems clear that a GPM generating innovative ideas, helping solve global problems and making the world a more livable place would be widely viewed as legitimate.

In the final analysis, the most important factor is whether a GPM would be effective as a global problem solver, especially in the domains where nation-states have failed. When talking about whether the Global Solution Network that governs the Internet was legitimate, Internet pioneer Vint Cerf said, “This is a meritocracy... If your stuff works, you get legitimacy. If it doesn’t, you don’t.” In sum then, legitimacy does not seem to be an obstacle to success for a GPM. Indeed, its formal success is likely to be the condition of its legitimacy.

## Putting It All Together: The Project Plan

The Global Parliament of Mayors (GPM) is a bold and sweeping concept—call it a governance revolution—whose time has come. With our nations seemingly paralyzed and incapable of addressing our world’s most pressing problems, it is time for cities to step boldly into the breach.

### Become a Founder

The initial challenge to establishing a GPM is finding the leaders who are willing to step up and get the ball rolling. It’s one thing to understand the idea and agree with it. It’s another to take steps to make it happen. Consider this document a call-to-action to become one of the founders who will join with engaged citizens and already committed mayors to make the GPM happen.

### The Initial Kick-Off

The effort to launch the GPM is already underway, and a number of mayors have already expressed strong interest. Several preliminary meetings have



been held, including one in Seoul in February 2013 and another in New York in October 2013.

The next meeting is scheduled for September 19-22, 2014, in The Netherlands. The meeting will be hosted by the G4 mayors of Holland (Amsterdam, Rotterdam, The Hague and Utrecht). This planning session will conclude with an interdisciplinary workshop at Leiden University, The Hague, on Monday, 22 September. At these meetings we expect to:

- Explore the GPM concept in detail.
- Launch a planning committee to develop a constitution for the GPM.
- Introduce an initial online network that will be used to publicize the GPM and for online meetings, including development of the constitution.
- Identify partners to work on developing the GPM's more comprehensive online network.
- Establish a finance committee to solicit the funds required to operate the GPM.
- Begin publicity and member recruiting.

### Developing a Constitution

The GPM is not just one more inter-city organization, so developing a constitution that manifests the GPM's sweeping vision is a daunting prospect. It has at its core the idea of changing how the world is governed. The very act of participating in such a project is both presumptuous and humbling, so the first step is to develop a constitution that makes the idea real, practical and, above all, doable.

We have proposed that the GPM sits between the classic world of management by command and control and the newly-emerging world of management by collaboration and consensus. These two worlds have two very different models of how decisions are made and how laws are adopted, and the GPM's constitution-makers will have to make a choice (if only to combine or balance the two models).

### Funding

In order to launch the GPM, a number of steps are required, including:

- Establishing an initial planning and administrative team that will perform the activities required to launch the GPM (currently led by CivWorld and the Interdependence Movement housed at the Center on Philanthropy and Civil Society at the Graduate Center of the City University of New York, headed by President and Founder Professor



Benjamin Barber and Executive Director Eileen Woods, with an informal planning group of mayors).

- Planning for the third mayor planning meeting to be held in Amsterdam, 19 September 2014, is currently moving forward with the G4, the office of the Mayor of Amsterdam and CivWorld.
- Developing an initial online environment that would consist of a website to explain the GPM concept, solicit membership and hold online meetings to help plan the GPM. Preliminary discussions have been held with IBM Europe and Cisco Systems, and other ICT companies will be approached.
- Publicizing the September meeting to attract as many participants as possible. Invitations have been sent to several dozen mayors already knowledgeable about the project as well as a dozen inter-city organizations and selected experts and urban professionals.
- Creating a comprehensive Request for Proposal for the GPM's online network, so that system integrators can submit appropriate bids.



## Endnotes

- <sup>1</sup> [http://www.mckinsey.com/insights/urbanization/urban\\_world](http://www.mckinsey.com/insights/urbanization/urban_world)
- <sup>2</sup> Richard Florida, *Who's Your City?*, Basic Books, New York, NY, 2009, Kindle location 575.
- <sup>3</sup> <http://gsnetworks.org>
- <sup>4</sup> See the Global Solution Network project's report titled “The Remarkable Internet Governance Network,” which is available at <http://gsnetworks.org/featured-research/>
- <sup>5</sup> [http://en.wikipedia.org/wiki/Marshall\\_McLuhan](http://en.wikipedia.org/wiki/Marshall_McLuhan)



## About the Authors



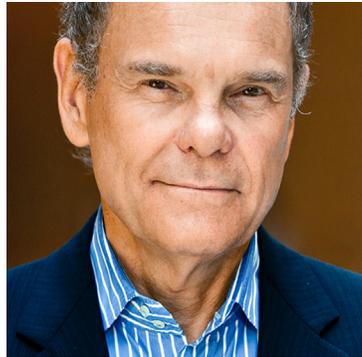
**Benjamin R. Barber** is a Senior Research Scholar at The Center on Philanthropy and Civil Society of The Graduate Center, The City University of New York, the President and Founder of the Interdependence Movement, and Walt Whitman Professor of Political Science Emeritus, Rutgers University. An internationally renowned political theorist and the author of 18 books including the classic *Strong Democracy*, the worldwide best-seller *Jihad vs. McWorld*, and the influential new work on which this project is founded (and forthcoming in ten languages), *If Mayors Ruled the World: Dysfunctional Nations, Rising Cities*, Dr. Barber brings an abiding concern for democracy and citizenship to issues of politics, globalization, culture and education in America and abroad. He consults regularly with political and civic leaders in the US (President Clinton, Howard Dean) and around the world (Germany, UK, Libya, Italy).



**Richard Florida** is recognized as one of the world’s leading urban studies theorists and is the author of several global best sellers, including the award-winning *The Rise of the Creative Class* (“one of the best business books of all time”—800-CEO-READ). He is a senior editor for *The Atlantic*,



where he co-founded and serves as Editor-at-Large for “Atlantic Cities,” the world’s leading media site devoted to cities and urban affairs, and also appears regularly on CNN and other news broadcasts and is a regular contributor to the oped pages of major newspapers and magazines. *TIME* magazine recognized his Twitter feed as one of the 140 most influential in the world. He previously taught at Carnegie Mellon University and George Mason University, and has been a visiting professor at Harvard and at MIT.



**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 2013, the Thinkers50 organization named him the 4th most important living business thinker. He is adjunct professor of management for the Rotman School of management and the Inaugural Fellow of the Martin Prosperity Institute, both at the University of Toronto.

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Special thanks to principal researcher **Steve Caswell**, one of the early pioneers of the digital age. He was the founding editor of the *Electronic Mail and Message Systems* (EMMS) newsletter in 1977 and the author of the seminal book *Email* in 1988. As an expert in online environments, he has worked on numerous online projects, and is presently working on an Asian Development Bank project designing community portals for the South Asia Subregional Economic Cooperation (SASEC) program in Nepal, Bhutan, Northern India and Bangladesh as well as an online forum for the school system in his hometown of Simi Valley, CA.



## About Global Solution Networks

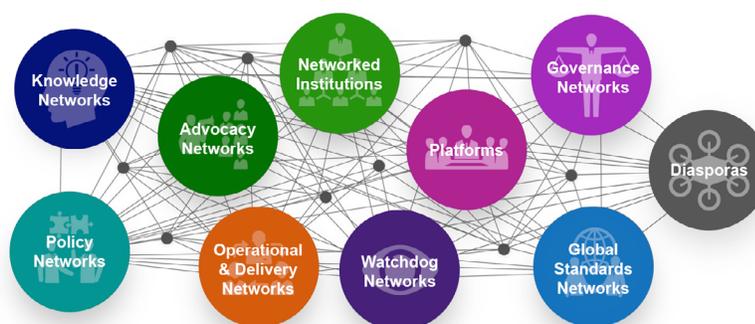
The Global Solution Networks program is a multi-million dollar investigation into new, networked models of solving global problems and governing important global resources and capabilities. The program is offered through the Martin Prosperity Institute at the Rotman School of Management, University of Toronto and is funded by a dozen of the world’s leading corporations as well as by the Rockefeller Foundation and several governments. This report is a deliverable from one of 40 projects that constitute the GSN program.

## Program Management

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## GSN Program Membership

Membership in the Global Solution Networks program offers unlimited access to [gsnetworks.org](http://gsnetworks.org) program deliverables including project plans, research publications and multi-media presentations, all posted for member use, review and feedback. Webinars on current research are held quarterly. Please visit our web site at [www.gsnetworks.org](http://www.gsnetworks.org) or contact [info@gsnetworks.org](mailto:info@gsnetworks.org) for information on participation.



Ten Types of Global Solution Networks