An Emergent Open Network and Global Fund
For Community-Driven Sustainable Development

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1. Introduction to New Earth

The New Earth Fund is a global source of seed funding, information exchange and peer review for community-driven development and continuous environmental and social improvement at companies. The Fund is built by voluntary contributions from businesses and individuals worldwide. New Earth provides an international support network among participating communities and businesses. Any company can make the commitments and become a member, making its support for people and planet globally visible and locally relevant. And any voluntary group of friends and neighbors can join, too, by simply forming a group, or by bringing an existing one into the New Earth network at www.newearth.info.

The means for achieving its objectives are nearly un-specified by New Earth. Instead, New Earth enables participants to create a natural selection environment in which these means will continually be innovated by people in communities and companies, and in which the most successful approaches will spread and recombine. The “natural selection” takes place among ideas and approaches, not among people or communities or NGOs. New Earth will enable all of us to cooperatively generate what economists call “positive externalities” and “public goods,” meaning widespread benefits that cannot be captured in private financial/property terms by those who create them. The system includes feedback loops to allow New Earth itself to evolve in scope and effectiveness, as a gift to future generations. There is no small central group of people “in charge” of New Earth, no concentration of power, no bureaucracy, and no involuntary loss of current sovereignties for any individual, organization, community or nation. Rather, New Earth is governed from within, by interlocking systems of open reporting and peer review.

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Participation is purely voluntary. A for-profit company, not-for-profit organization, or community group (which in New Earth is called a Nueva\(^3\)) engages New Earth when all its members make the following commitments visible on the Web:

To contribute 1% of profits (if a for-profit company) to the New Earth fund;\(^4\)
To allow paid employees of the organization (if there are any) 1% of each work-year as paid time off to voluntarily work for sustainable development within or beyond their home community.\(^5\)
To create and transparently operate a “Better and Better” program that engages stakeholders to do the following: (i) continuously learn about the immediate and long-term impacts of the organization on its members, society and the environment; (ii) set targets for continually improving those impacts; (iii) create and undertake projects to improve these impacts; and (iv) transparently report and continuously improve the targets, projects, and achievements.

a) To participate annually in a review/evaluation process with peer organizations.

In this process, members of non-competing organizations visit and review the success of an organization at achieving steps a-c above, and host a peer review team doing the same for them.

2. **Principles Governing the Basic New Earth Design**

New Earth is an emergent system. It is not governed from the top-down, and there is no hierarchy. Priorities, project responses, enabling resources, evaluation methods, and peer review all come from the participants themselves. New Earth is evolutionary, self-creating.

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\(^3\) New Earth Voluntary Association \(\rightarrow\) NuEVA \(\rightarrow\) Nueva, which means “new” in Spanish.

\(^4\) Why 1% of profit? Why not a higher or lower minimum threshold? New Earth must itself *create* the business case for membership; so 1% is *predicted* to be a membership fee which will be exceeded by membership benefits. This prediction is based on the following observations (1) many successful companies currently donate higher shares of profit to charity; (2) the exact breakeven point will vary from company to company, and year to year; (3) as Epstein and Roy (2003) noted, the business case for Corporate Social Responsibility (CSR) depends on the CSR actions being compelling to stakeholders, and (4) 1% of profit is something of a “compelling” or “credibility” threshold; (5) if companies can benefit from setting and publicizing higher levels, they will experiment, discover this fact, and take advantage of it.

\(^5\) 1% of a full-time position is 2.5 days per year. This should come in addition to, not at the expense of, traditional and existing leave for illness and vacation. Why 1% of work-year? As with the profit share, many companies already provide at least this level of time to employees for volunteer service (Fleet Bank, Starbucks, Timberland and others) and report that they benefit from employee attraction, morale and retention. Simplicity and consistency with the 1% profit share are also positive features. And it is a minimum level, which both employers and employees can voluntarily surpass.
At the same time, such a process of emergence requires a facilitating structure: enough structure to enable and empower the creative process, without constraining it. Enough structure to engender credibility and coherent progress in the early stages, and enough flexibility to engender excitement, ownership, innovation, and dynamic growth during these same early stages and throughout its existence.

The evolution of New Earth’s basic design has come from an iterative process, a dialectic between concrete form and design principle. The initial design was articulated, generating a dialogue with colleagues around the world. Input on the design led sometimes to changes, but other times it led to the expression and clarification of basic, underlying principles governing the design, which initially had been implicit. All efforts undertaken with New Earth resources, and efforts within the company Better & Better programs, need to adhere to the six basic principles, which are expressed below.

**Equality of persons, and inviolability of basic human rights:** New Earth re-affirms and adheres to the principles advanced by the so-called “international bill of rights.” It seeks to advance the full realization of these rights in the lives of all people. It also seeks to promote increased understanding and ongoing exploration and clarification of human rights among the diverse cultures and peoples of the world.

**Universal and self-reinforcing capacity for good:** New Earth affirms that all persons are born with the capacity for good, by which is meant an ability to develop an awareness of and concern for the influence of their actions on the well-being of others. It further affirms that this capacity for good is realized and strengthened throughout our lives when we participate in relationships of mutual benefit with other people. Thus, when family members act with love towards one another, each becomes more capable and desirous of acting with love towards one another and towards the wider community. Likewise, participation for community good builds the skills and desire to do more with and for the community.

**Voluntary action:** From principles 1 and 2, New Earth is entirely non-coercive in nature, and asserts that lasting universal well-being will be realized and maintained not through compulsory redistribution of wealth or resources, but rather through facilitating voluntary and mutually beneficial actions that reinforce our desire and ability to engage in them over time.

**Development from within:** Centuries of experience make it clear that one-directional “assistance,” while necessary in emergencies, undermines rather than promotes development when it becomes institutionalized. Assistance proceeds from – and unfortunately tends to perpetuate – a situation of separate “haves” and “have-nots,” breeding dependence and undermining the long-term capabilities, pride, self-reliance and strength of its recipients. The New Earth alternative to “development assistance” is to create a pool of resources (financial/physical as well as informational) into which all peoples voluntarily contribute and from which all can voluntarily withdraw, on an equal per-capita basis, that enable self-directed, capacity-
building development by enabling spontaneous creation of arrangements among parties who are by definition equal in worth, diverse in capabilities, and unlimited in potential.

**Pluralism**: New Earth embodies the conviction that no single point of view held by an individual or organization can fully reflect reality; rather, continuously improved solutions and understandings come from continuous exploration and from *synthesis* of different viewpoints. The classic analogy for pluralism is the fable of a group of blind men who encounter an elephant and argue about what they have encountered: the man at the tail says it’s a rope, the man at the leg says it’s a tree, etc. The blind men arrive at a better understanding by synthesizing their individual understandings, each making his own unique contribution while receiving the input of others to help each liberate himself from an unavoidably limited view. Pluralism also suggests that the result of each such synthesis as again only a partial solution, always with the potential for further improvement.

**Unfolding, Becoming, Openness**: All components of New Earth should promote learning and unfolding or evolution of the participating individuals and organizations, and of the New Earth components themselves. Unfolding requires the interplay of two mechanisms: innovation and selection. Therefore, the design of New Earth must stimulate innovation, and provide processes for selection among innovations. The Better & Better program and the funding of recipient-designed development projects across four areas of endeavor (see below) drive innovation, while the Peer Review system selects for ever-increasing effectiveness. In New Earth, anything goes as long as it adheres to the six principles and achieves results; and selection is based on the principles and upon effectiveness in practice in a given context, rather than promoting any one ideology about “what works” in general.

In addition to the six principles, three additional ideas have come to shape the thinking and communication with others about New Earth’s design. The first is about the importance of both making and accessing public goods, while the last two are ways of thinking about development in light of public goods and our six principles.

A. Public goods are vital to meeting some human needs: accessing them meets some needs, while producing them meets other needs; and economists agree that the market will undersupply them, while it also tends to engage more and more of our time, attention, human and natural resources in the production of private goods.

New Earth is a system that empowers people to create more of these public goods that we all need to create and to access: literacy, civility, community, environmental quality, cultural preservation and diversity, lowered infectious diseases, etc. New Earth also funds projects that make access to these public goods more universal. For example, although the internet (a classic public good) makes volumes of information openly available, people require basic infrastructure
(electricity, computer, internet access) and capabilities (literacy) in order to access, to tap into, to benefit from, and to contribute fully to this public good. The importance of public goods, together with New Earth principles 1 and 2, (equality, and capacity for good, respectively) lead to the second and third ideas.

B. Development is both an imperative and an opportunity.

Each person’s development is every person’s gain. The imperative side of the single “development coin” says we all have an obligation to work towards providing each human with the basic physical and social nourishment (their “basic needs”) so that each is able to grow and develop as creating, contributing, free human beings. This obligation view has been captured in the international treaty signed on the human right to development. The opportunity side of the coin emphasizes that we are all better off when each person has their basic needs met, and is thus able to become an active contributor in the development game, in the creation game. This is true because of the reality of public goods and because of our increased interdependence.

C. The imperative/opportunity of development is ubiquitous.

We need development to be advancing everywhere, and we will all benefit as more of it takes place everywhere. This is because of both the ubiquity of pockets of need on the ‘imperative side of the development coin’, and the ubiquity of opportunity on the other (reinforced by our radical interconnectedness and interdependency).

There are pockets or regions of severe material poverty in many countries, including “rich countries” such as the USA, where 15 million children (1 out of every 4) live in poverty. In New York City alone, over 750,000 children are in poverty, and 10,000 are homeless.

At the same time, in these same cities and towns, wasteful over-consumption heaps misery upon people and the planet, in the present and future. In parallel (indeed, helping drive the over-consumption) in these same cities and towns, there is rampant and growing anomie, polarization along class and ethnic lines, and eroding social capital even within economically and ethnically homogenous groups. In these situations, basic social needs (prerequisites for healthy human functioning and development) are not being met, and these cities and their host countries are underdeveloped (perhaps even de-developing) along very real social dimensions. Perversely filling the social gaps, materialism reinforces individualistic, paranoid, jingoistic worldviews, which in turn have trillion-dollar consequences around the world.

It is absolutely true that there are stark and immoral differences between countries and continents in average and median provisioning of food, water, sanitation, health care, medicines, education, and shelter. It is also true that ultimately, we all need development to occur everywhere, and that there is an opportunity for all of us to benefit when development is occurring everywhere.
In summary, you might be able (but not want) to condense the entire worldview that is inspiring New Earth into a single (unwieldy) idea, about the imperative opportunity of engaging all of humanity in an evolutionary response to the ubiquitous imperative/opportunity of development.

3. The New Earth Information System: Using and Building the Semantic Web

An interesting design challenge/question concerns how New Earth transparently maintains exponentially growing databases of companies and Nuevas, including details about their lessons learned, ideas, and results of peer reviews. Recall that the goal is to design a process that is transparent, decentralized, with potential to evolve and to scale to full-globe in scope. Thus we need to achieve total transparency, and wide, decentralized access, without making New Earth's databases vulnerable to hacking or outright destruction. These objectives have lead to the concept of a distributed database. This means an ever growing collection of individual web pages, each posted and created by individual participating organizations, often editable only by the creators themselves, but linked and structured in a consistent enough way that they operate, collectively, as a database, meaning that they can be read by people, and also analyzed collectively by software which browses the web and harvests data, collects statistics, creates directories and summaries, etc.

Each participant (whether Nueva, member company, or fund recipient) "enters itself into the database" simply by posting a simple web page which has a pre-specified formatting convention. The web page format provides predictably named fields on the web pages, for posting such information as name, location, contact information, number of members, and answers to the various questions required for membership (see web page templates for different participant classes, starting on page 5 of this document). This predictable format, along with meta-data (machine-readable information about the data fields), makes it possible to design and use "crawler" programs that provide for automated reading and processing of information on the web. This purposeful use of meta-data and structured web page formatting is referred to as "The Semantic Web".6

Each Nueva also uses its web page to post information about its goals, and about its status in the peer review system. Then, public domain web crawler programs can search the web, finding the pages of all Nuevas, and extracting data from their formatted pages to populate/update databases about New Earth participation and activity. This way, nobody can "hack" (erase, or make false entries) into the New Earth database of communities in a catastrophic way, since the database is virtual, distrib-

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6 See, for example, [http://www.w3.org/2001/sw/](http://www.w3.org/2001/sw/), and an early article for interested non-specialists that appeared in Scientific American (Berners-Lee/Hendler/Lassila 2001).
uted across the web. Authoring privileges would routinely be password protected and unique to each participant. Also, this approach enables anyone and everyone to create their own databases about the Nuevas, and so it enables people to conduct research/analysis on what characteristics are correlated with participant effectiveness over time, etc. It will also allow Nuevas to form their own networks spontaneously, based on interests, etc.

We take the same approach to other aspects of the New Earth database. Member businesses post information about their involvement in New Earth, about their continuous improvement, results of peer review, who peer reviewed them and how, how much they've donated to the New Earth Fund, etc.

There are important issues of access that arise when we use web pages as “membership applications.” These relate to availability of internet access, cost, technical expertise, and even literacy. Ideally, we want no barriers to entry into New Earth due to any of these factors. At the same time, it can be beneficial if New Earth is an additional factor driving expanded web access, inter-networking, and literacy to all interested communities and businesses. The “Access” portion of the New Earth Fund can help address the issues of basic infrastructure and capability development through funded projects. At the same time, there are ways to use technology to dramatically lower the skills set required for web page creation, so that virtually anyone who can type can also create their Nueva’s or company’s New Earth web page.

On this latter issue, New Earth has collaborated with the open source software consulting firm Green River Data Analysis (www.greenriver.org), and its open source, wiki-like software called Obiki (www.obiki.org) for content management and group collaboration. Obiki has been used to create a template website capability that enables simplified, universal New Earth participant web page creation. Thus, the Obiki software builds the basis for New Earth, and enables its decentralized, non-hierarchical, transparent yet competitive structure. Using this system, creating a Nueva’s or a member business’s New Earth web page is as simple as typing text entries into a web form. Thus, anyone with even temporary internet access (at an internet café, for example), can create their organization’s web page. In fact, illiterate groups can speak their Nueva’s commitments and other information to a helper who types the information into the form.

### 3.1 Error-checking, corruption-detection, etc.

Note that the above, decentralized system, and the ability for automated (software-based) review and processing of the distributed database, also allows efficient use of transparency to detect errors, inconsistencies, and corruption. For example, member businesses will use their web pages to report the amount and date of their annual membership fee payments. Likewise, banks at which there are New Earth Fund accounts will automatically send an email to New Earth about every bank transaction,
and these messages will automatically create a new entry in the transaction log for
that bank account, posted on the web (see the bank account template later in this
document). Any discrepancy between these two independent reports of the same
transaction can be easily detected by software, and highlighted on a specially con-
structed website of an interested external “watch dog” stakeholder group like Trans-
parency International. Likewise, there will be transparent reporting by any and all
stakeholders who participate in company Better and Better programs: reporting on
the goals, achievements, and their level of satisfaction with the process of
stakeholder engagement. This information, too, will be of keen interest to „watch
dog“ stakeholder groups, who might voluntarily erect sites reporting the top 100
companies for B&B stakeholder satisfaction, the 20 most innovative Nuevas in Af-
rica, and so on.
Note that since the metadata and formatting of all New Earth participant pages will
be publicly documented (and open source evolved), and since open source (publicly
available) software technologies for automated web information harvesting continue
to rapidly develop, virtually any organization will be able to review and monitor
New Earth activity, or specialized aspects of it, even as the scope of participation
grows exponentially, spanning languages, cultures, and the globe.
Recall that New Earth Inc. does not want to create any centralized staff who then
locate and resolve reporting discrepancies. Instead the community of interested
people on earth will need to evolve ways to efficiently and voluntarily resolve such
discrepancies; annual peer review provides the logical point at which any discrep-
ancies on a participant’s web page need to be resolved.

3.2 Website templates
We have developed template design proposals for the first versions of the web pages
for each class of participant. Section 3.3 gives an example for Nuevas. These de-
signs can and will evolve; that is one of the advantages of using a wiki-like content
management and page authoring technology as a software host for the decentralized
design of the New Earth information system. In other words, even though Nuevas
and member companies are able to start building their web pages and joining New
Earth today, using the existing version of the page creation site, this system is also
able to evolve in three important ways:

Obiki allows anyone to change the structure of the page templates, to try incorpo-
rating new design ideas. These will evolve as part of the Peer Review Domains.
Obiki itself is open source software. So if users are wishing for a capability that it
does not now provide, they can add it to the software, and all the world’s users will
benefit.
New Earth is not ‘hard-wiring’ itself to Obiki. We are simply committed to using
the “Semantic Web” as our system of data sharing and storage. People are free to
use other tools to create their web pages, and indeed, to create analogous web page creation facilities.

Figure 1 shows an example for user interaction with Obiki, namely adding a component to a newly created Obiki document. A user needs to be logged in prior to be able to add a document. Note that the title of the document (“EnviroInfo Demonstration”) shows in the Obiki site navigation.

3.3 Example website template: Nuevas

For Nuevas, the site will be based on a template to ensure a transparent, automated analysis of the Nueva sites, and to provide support in creating the site. Figure 2 shows a current example of a Nueva’s page in progress. The template contains information on the following “vocabs”, or meta-information:

**Page Language(s)** Language(s) used for website contents.

**Member Languages:** Languages in which at least one member of the Nueva is comfortably fluent for reading, writing, and conversing.

**Name:** The self-given name of the Nueva.

**Location:** The geographic home of the Nueva, including a mailing or street address. Nuevas are “voluntary associations tied to place.” While it is not required that all members of a Nueva live in the same village or neighborhood, or even the same country, the membership does need to be able to all gather at least once per year (for peer review). Ideally they are located close enough geographically that they can get together often for meetings, projects, etc.

**Contact:** Contact information for a representative: email, phone, and mailing address.

**Members:** The names of the members.

**Membership:** The Nueva’s basis for determining who are members. How does the Nueva define or identify membership? What are any requirements or required commitments? Is membership open to other interested persons? How might interested people approach the Nueva membership about joining?

**Commitments:** Here all the members of the group make the following commitments:

We will try to continually improve the environmental/social/cultural quality of life in our local community or somewhere else on earth, through actions that are consistent with the New Earth principles

We will participate in (giving and receiving) peer review on an annual basis.

**Action Plan:** A short summary of the projects or tasks that the Nueva plans to undertake this year, to improve environmental/social/cultural quality of life.

**Peer Review Approach and Covenants:** Link to the web page (external to this Nueva’s site) for an approved Peer Review Domain in which the Nueva has chosen to participate this year. This will include a commitment to specific corrective ac-
tions that the Nueva will take in the event that Peer Review finds very poor effec-
tiveness, or determines that funds have been misused.

Meetings: Meeting time and place (regular, predictable schedule and a public place
are encouraged). Optionally there can be a link to a separate page where are posted
minutes of past meetings, agendas for upcoming meeting, etc.

Additional links:
- Links to Pages Reviewed and Accepted by members of this Nueva
- Link to Page Containing Results of Prior Peer Reviews of this Nueva
- Links to Peer Review Reports by the membership of this Nueva
- Links to Clouds supported by the membership of this Nueva

3.4 More about Obiki

Obiki is an open source wiki software developed by Green River Data Analysis,
Guilford, VT, USA. It is built on Mason, a Perl-based website development engine
(http://www.masonhq.com). It relies on MySQL, and runs on any web server that
provides MySQL and mod Perl. It will be available for download at
The basic structure of an Obiki Site consists of hierarchically ordered documents;
each document may contain a variety of components, from static text, to pictures, to
(Perl) scripts, to more sophisticated elements such as a calendar and a tree-view of
the Obiki site. As with other content management systems, the creator of a docu-
ment needs no programming skills, but can instead chose from the components pro-
vided by Obiki.
Figure 1
Adding a component to a newly created site in Obiki

Figure 2
Example for a Nueva site
4. **Democratic, Peer-Reviewed Governance of Fund Distribution:**

New Earth collects voluntary contributions, and disburses them, on an annual basis. One quarter of the annual fund goes to each of 4 action areas (formerly called “areas of endeavor”): Communities, Development, Access, and Enterprise. Annual disbursement of the Communities Fund is automatic: all participating Nuevas in a year share equally in the funding, after adjusting for purchasing-power parity and taking Nueva size classes into account. For allocating funds to recipients in the other 3 action areas, the process is necessarily one of calling for proposals, evaluating them, and selecting them. But this requirement begs four major questions, all of which boil down to questions of power and control:

- Who calls for proposals?
- What criteria and process are used to evaluate the proposals, and who established them?
- Who does the evaluating, and who chose the evaluators?
- Finally, over time, how are the criteria and process themselves evaluated and improved?

A simple and conventional answer is to build an international board of directors for New Earth, and have the board perform the functions listed above. There are two problems with this approach: credibility from the outset, and feasibility as New Earth becomes large. There are also a host of missed opportunities if we employ the conventional, centralized approach, as will become clear below.

On the question of credibility, representation on the New Earth board is international but not democratically elected. Nor can it ever hope to include a representative of each country or ethnic group, let alone every perspective on development! Regarding feasibility, the global scope of New Earth combined with its emphasis on directing funding to smaller-scale, grass-roots projects, means that a huge, international network would need to be designed and somehow managed, in the face of a process of hopefully rapid and exponential growth in fund availability, funded projects, and project proposals.

The principles and ideas summarized in section 2 of this paper have led to the following design for allocation of New Earth funds outside the Community Fund. The system is designed to be democratic and decentralized, itself a learning, evolving, peer-reviewed system, yet straightforward to communicate.

First, recall that its funding flow model for the Community Fund is already one of the unique features of New Earth. In traditional models of philanthropy and development assistance, rich donors target their priorities, often proscribing their solutions, often also their evaluation metrics and even other constraints on recipient behavior (“conditionality”). In contrast, New Earth funding flows are modeled on the water cycle. Water comes from everywhere, in proportion to the amount of available
surplus. There is major evaporation from the oceans, less from lakes, and less still from ponds and streams. All evaporation collects in the one universal sky shared by all the earth. Then, in an idealized sense, it rains down with predictable and global distribution. The water arrives without “directives” to the roots about how it must be used. The roots (and indeed, living ecosystems) have evolved their own unique ways to best to put the water to work, each in its own context.

The Community Fund works very much in this way. Contributions (evaporation) are proportional to profit (surplus), and are sent to a common fund (the sky) without conditions attached. Annually, there is predictable, global, transparent disbursement (“rain”) to all participating nuevas, which use it as they see best, subject to a kind of evolutionary and learning governance process that we call peer review.

For Nuevas and businesses participating in New Earth, the Community Fund system enables all of us to empower each of us to lift up the whole through local development. It is consistent with a rallying cry of Mexico’s indigenous independence movement, the Zapatistas: “Para todos todo, nada para nosotros.” This means “Everything for everyone, nothing for us.” To the modern ear it may sound like a cynical, disenfranchised complaint. But in fact, it was meant as an affirmative statement of a communitarian, sharing spirit, advanced by the Zapatistas as expressing a core indigenous wisdom that is a necessary corrective response to the market-dominated, self-oriented modern age and culture. The challenge within New Earth is to apply this design wisdom to the management of the other three funds as well.

In fact, the solution is rather simple. New Earth is already built by “populations” of voluntarily-participating Nuevas, voluntarily-participating member companies, and voluntarily-participating fund recipients (e.g., NGOs). Governance of the system is accomplished by annual peer review of each other’s plans and results, using the web to ensure total transparency. The missing link is simply to foster populations of voluntarily participating fund administration systems.

Extending the analogy of the water cycle, we call the fund administration systems “clouds.” They accumulate some of the evaporating surplus, and distribute it back to specific locations (projects) on earth. They do so by publishing on the web their process for selecting specific types of projects; this announcement serves simultaneously as a call for proposals from NGOs, and a call for funding allocations from Nuevas. Thus, these clouds spring up naturally in the presence of voluntary funding flows. In New Earth, life has a decentralized, distributed ability to steer the clouds. In fact, the community of clouds will itself be a learning, evolving system, with ongoing evaluation of the effectiveness of different approaches, and free exchange of methods that work well. The clouds’ process for inviting proposals and selecting recipients will be:

- Transparently published on the web
  - Annually peer-reviewed, with results also on the web
  - Subject to a funding ceiling
Nuevas govern how they use their own community development funds in local projects; their use of the funds is peer-reviewed, and the results are transparently reported on the web. Likewise, Nuevas have the responsibility to assign their share of the global Enterprise, Development, and Access funding to one or more clouds of their choice, which in turn will select projects (or may have already identified projects through a transparent process already completed). Thus, if the global fund receives $16,000 in 2004 then the Community, Enterprise, Development and Access funds each receive $4000 for 2005. If there are 10 Nuevas at the end of 2004, each Nueva received $4000/10 = $400 in Community funds in 2004, and it would likewise be able to assign $400 of Access funds, $400 of Development funds, and $400 of Enterprise funds among one or more clouds of its choice.

The size limit on annual funding per cloud helps prevent concentrations of power and influence, while promoting diversity (and regional tailoring) of approaches. The size limit, web transparency and peer review help to keep corruption minimized, and help to flush it out of the system when it arises. Diversity, peer review, and the web sharing of results can foster evolution of effective approaches, while a limited number of Evaluation Domains will help keep the application and reporting requirements standardized (limited in variety) yet evolving. For simplicity, each cloud focuses on proposals from a single Area of Endeavor in a given year (Access, Development, or Enterprise). Some (transparently reported) portion of cloud funding can be used to administer the cloud’s operations; thus, clouds ‘compete’ for Nueva funding partly based on their efficiency.

Contrary to Nuevas, which need not be incorporated, New Earth requires that organizations applying to operate as ‘clouds’ have a specific legal status in their countries which is the closest possible equivalent to being a not-for-profit corporation in the US. Beyond this, the eligibility criteria for becoming a cloud is the same as any other entity that participates in New Earth: Post a website describing the organization, its objectives, and proposing its peer review process; and after the application website has been accepted through peer review by other clouds, undertake annual peer review to achieve re-admission to registered cloud status.

5. Design Evolution: Recursive Peer Review

Finally, there is the question of how New Earth governs itself, and its evolution. The quick answer is “peer review among participants.” How are the peer review domains established and how do they evolve? Thus, we need to further specify: when a community of participants takes joint control of its peer review process; how peer review itself is governed and held accountable, to whom, by whom; and how peer review domains themselves become established and evolve.

The solution is a system of recursive peer review. All peer review (PR) takes place within a PR domain, which sets up its own rules for the PR process, and which is,
itself, peer reviewed each year for re-certification. A PR “domain” refers to a published method for conducting PR review, documenting results, and the overall system for managing the delegation and operation of PR reviews using this method.

The development of New Earth governance involves three phases:

- The first member in each class of participation (e.g., nucas, member businesses, clouds, PR domains, and evaluation domains) applies to the board of directors to join.

The next 5 members in each participation class are admitted via a peer admission process that has board oversight and ‘veto power.’

After enough members have joined a participant class, and after a sufficient time period of testing the applicable PR domains, the community of participants is “turned loose” to self-govern using approved PR domains; the board of directors no longer retains governing authority over the members in that activity class.

Note that the above flow of development applies to PR domains and evaluation domains, as well as to the participant classes of Nuevas, members, and clouds. The PR domains and the evaluation domains themselves are peer reviewed, governed, and evolve within a top-level community of PR domains, which will be open to participation by representatives of all approved PR domains. The community of PR domains will become independent of the board once the board approves its proposed system for self-governance.

Here is how this process will work, from the point of view of participating Nuevas. Nuevas are admitted to the class of Nuevas when their initial website passes admission peer review by another Nueva; the system for admission peer review is governed by an approved PR domain selected by the applicant website at the time of application. Then, after its first year of participation, it gives and receives peer review within an approved PR domain. Consequences for a finding of unacceptable performance, and any methods for seeking a second opinion/review, are also specified by the PR domain, and are thus commitments of the participants at their time of joining. Note that the rules of each PR domain are entirely specified on the website for each PR domain. Nuevas can choose to move from one PR domain to another immediately following successful re-admission (successful peer review) within an approved domain.
Bibliography
