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WORLD WIDE WELFARE

A Framework for Decentralised, Community-Rooted,

Global Social Welfare

Concept Paper · First Edition

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First Edition

Executive Summary

Human societies have always recognised an obligation to care for the vulnerable, the marginalised, and those struck by misfortune. Yet the institutions through which welfare is delivered — largely nation-states and their bureaucracies — are stretched, uneven, and often captured by political priorities that diverge from ground-level need.

World Wide Welfare (WWW) proposes a structurally new architecture. Inspired by the decentralised reach of the World Wide Web, it creates a layered, participatory welfare system that begins at the community and scales seamlessly to the global. Rather than concentrating welfare power in government, WWW distributes both funds and decision-making across communities, civil-society organisations, states, nations, and a world body — each with a defined, auditable role.

The system is funded by a transparent combination of corporate welfare taxation, co-contribution from charitable giving, matched funding for NGOs, and sovereign backstop provisions. Resources flow downward and outward — the majority staying closest to the people they serve — while a structured upward pass ensures that regional, national, and global challenges are also resourced.

WWW turns welfare from a political favour into a civic right, from a centralised budget line into a living, community-driven ecosystem.

Part I: The Problem — Why Welfare Systems Are Failing

1.1 The Industrial Capture of Human Attention

Every era shapes its people toward its dominant productive system. In the industrial and post-industrial age, economies have organised human time and energy almost entirely around commercial output. The surplus time, creativity, and collective energy that might otherwise be directed toward community care, mutual aid, and social repair has been systematically absorbed by the market. The result is not malice but structural displacement — societal welfare has become residual.

1.2 The Limits of State-Centric Welfare

The post-war welfare state was a remarkable achievement, but it carries structural constraints that grow more acute in the twenty-first century:

- **Fiscal fragility:** Welfare spending competes with defence, debt servicing, and infrastructure. In economic downturns — precisely when welfare is needed most — state budgets contract.
- **Political volatility:** Welfare programmes are subject to electoral cycles, ideological reversals, and short-term thinking. Benefits can be dismantled in a single legislative session.
- **Bureaucratic distance:** Central systems struggle to identify and respond to the granular, diverse needs of real communities. One-size-fits-all programmes miss the texture of lived experience.
- **Capture and corruption:** Centralised welfare funds attract rent-seeking. Political patronage distorts allocation. Accountability is diffuse.
- **Coverage gaps:** Hundreds of millions globally fall between the categories of state programmes — informally employed, stateless, in conflict zones, or simply too dispersed to reach.

1.3 The Philanthropy Paradox

Private philanthropy and charitable giving represent enormous latent capacity — estimated at over USD 800 billion annually worldwide. Yet this capital is fragmented, uncoordinated, and often directed toward causes with donor visibility rather than structural depth. Religious bodies and large charities retain the totality of donations within their own missions. There is no systemic mechanism by which individual generosity contributes to a shared welfare commons.

WWW resolves this paradox without eliminating donor autonomy: donors retain the majority of their giving for their chosen causes while a defined share enters the common pool.

Part II: The Vision — A Welfare Web for Humanity

2.1 The WWW Analogy

When Tim Berners-Lee designed the World Wide Web, he did not centralise information in one repository. He created a protocol — a set of agreed rules — that allowed any node to connect, contribute, and benefit. The result was a system more powerful, more resilient, and more generative than any top-down design could have achieved.

World Wide Welfare applies the same logic to social welfare. It is not a single organisation but a framework — a set of agreed rules about how welfare funds flow, how decisions are made, and how accountability is maintained.

2.2 Core Principles

- **Subsidiarity:** Decisions and funds should sit at the lowest level capable of deploying them effectively. Communities receive the largest share; global bodies receive the smallest.
- **Decentralisation without fragmentation:** Resources flow through a structured architecture, not in isolated silos. Each tier is connected through defined flows and accountability.
- **Civic agency over bureaucratic dependency:** Communities and NGOs — not state ministries — are the primary executors of welfare, cultivating active social responsibility.
- **Transparency as infrastructure:** Every fund allocation, expenditure, and outcome is recorded on a publicly accessible ledger.
- **Competition for excellence:** NGOs compete for funds through demonstrated impact and donor support — replacing patronage with performance.
- **Proportional universality:** Every individual enrolls in a community; every community connects to the network. No person is excluded by design.
- **Resilience through reserves:** A dedicated calamity reserve at the global level ensures major crises trigger immediate, pre-funded response.

2.3 The Scale Spectrum: Micro to Mega

Scale	Illustrative Uses	Who Decides
Micro (Community)	Community halls, grain storage, ambulance, water filtration, micro-loans, marriage/funeral support, school books	Management Committee + community ballot
Local (NGO)	Targeted support: shelter, healthcare subsidy, skill training, disability aid	Independent NGO selected by community
Sub-national (State)	Health camps, rural connectivity, women's cooperatives, drought relief	State WWW Board + competitive NGOs
National	Cross-state programmes, national disaster relief, research, environmental conservation	National WWW Council + competitive NGOs

Global / Mega	Pandemic response, climate adaptation, nuclear advocacy, famine elimination, refugee welfare	UN-WWW Secretariat + SPVs + NGOs

Part III: Structural Architecture

3.1 The Community — The Irreducible Unit

Every individual, regardless of nationality, economic status, or geography, enrolls in a community. A community is defined as a group of at least 500 enrolled members, typically based on geographic proximity, though virtual or occupational communities may be recognised by national frameworks. The community is the most important entity in the WWW architecture — the unit most capable of social trust, peer accountability, and collective decision-making.

3.1.1 Community Management Committee

Each community elects a Management Committee of between 10 and 25 members. The Committee is responsible for:

- Managing 50% of community-allocated funds for general community benefit
- Selecting and contracting the independent NGO that manages the other 50%
- Maintaining the community register and enrolment records
- Organising community-wide voting on discretionary expenditures
- Ensuring community operating expenses do not exceed 3% of allocated funds
- Publishing an annual accounts and outcomes report

3.1.2 Community Fund Usage — Corrected Architecture

The community retains 60% of funds allocated from the national pool. Of this:

50% managed by the Management Committee	50% managed by the independent NGO
— 25% at Committee discretion — 25% subject to community-wide ballot on prioritised uses	— NGO identifies beneficiaries among the community's most vulnerable — Beneficiaries capped at 15% of enrolled members — The NGO board must have no community members on it

The Management Committee selects the NGO. The selected NGO must not have any community member on its board, ensuring independence. The NGO decides on beneficiaries within the community using means it deems fit — from community feedback to personal visits and interactions.

3.1.3 Eligible Community Expenditures

- Physical infrastructure: community halls, warehouses, libraries, access roads, water systems
- Shared assets: community vehicles, agricultural equipment, medical devices
- Social support: marriage grants, funeral support, accident relief, higher education bursaries, shelter subsidies
- Economic inclusion: micro-finance schemes, seed capital, skill training
- Cultural and intellectual life: festival support, sports facilities, reading groups

3.1.4 Community Cohesion and Flexibility

Communities may merge with each other for mutual benefits, the mergers to be decided by the Management Committees after taking a majority opinion. Adult members or groups are free to disassociate from one community and join another. This voluntary architecture ensures communities must remain genuinely useful to retain membership — a built-in discipline against elite capture.

Part IV: The NGO Ecosystem — Delivery Through Competition

Non-Governmental Organisations are the primary delivery agents across all tiers of WWW. They are explicitly preferred over state departments because they are closer to beneficiaries, subject to competitive pressure to demonstrate impact, not beholden to electoral cycles, and capable of innovative, cross-disciplinary programming.

4.1 NGO Eligibility and the Donation-Matching Mechanism

An NGO becomes eligible for WWW-tier funding (state, national, or global) by demonstrating its ability to raise donations from the public. The pathway has three distinct phases:

Phase	What the NGO Does	What the State/World Body Does
Year 1 (Proof of Trust)	Operates entirely on donations. Scouts for contributions, designs programmes, builds donor base.	No matching funds yet. Observes and accredits.
Year 2 (Matching Begins)	Declares its Year 1 donation collections. Donors declare their share to be pooled.	Provides funds in 70:30 ratio for every 30 raised in Year 1, the state provides 70.
Year 3+ (Ongoing)	Repeats: Year 2 donations unlock Year 3 state matching. Cycle continues annually.	Continues 70:30 matching. If NGO collections exceed projections, state provides beyond its pooled share.

Key Clarification: When NGO Collections Exceed the Pool

The 70:30 matching ratio is a commitment, not a cap. The state allocates 24% of the national pool to the state tier. However, if NGOs' donation collections are strong — such that the 70% match required exceeds the state's pooled share — **the state must make good the shortfall from its own resources**. This is by design: it values and rewards NGO effort in attracting private contributions. The state is incentivised to support NGO success, not merely to distribute a fixed budget.

4.2 The Competitive NGO Economy

The matching mechanism creates a virtuous competitive dynamic. NGOs must:

- Scout for donations in Year 1 to establish their eligibility for state/nation/world body matching
- Hire talented social scientists, programme designers, and communicators to devise creative schemes
- Market their achievements publicly to secure donations — impact reporting becomes strategically essential
- Deliver high-calibre results, since donor retention depends on demonstrated welfare outcomes
- Declare the bifurcation of their donation collections for state, nation, or world body programmes

This will lead to a significant boost in social sciences education and career opportunities. A new sector of welfare professionals — programme designers, impact evaluators, donor-relations specialists, and social marketers — will emerge, giving the welfare economy genuine human capital depth.

4.3 NGO Programme Design

All NGOs receiving WWW funds must allocate at least 50% of programme expenditure toward economically vulnerable beneficiaries. The remaining 50% may cover:

- Environmental conservation and climate adaptation
- Animal welfare and species protection
- Arts, culture, and heritage preservation
- Support for exceptionally talented individuals from disadvantaged backgrounds
- Orphanages, old-age homes, and disability care
- Research into diseases, agricultural improvement, and energy technologies
- Advocacy and public interest litigation

4.4 Management Fees and Overhead Caps

To ensure sustainability without excessive overhead:

- Community-level NGOs: maximum 5% of funds managed
- State and national NGOs: limits set by respective WWW Boards
- Multinational NGOs at global scale: limits set by UN-WWW Secretariat

Part V: Fund Architecture — Sources, Flows, and Allocation

5.1 Sources of Funds

Source	Mechanism	Rationale
Corporate Sector	5% of annual net profit as WWW Tax	Businesses extract value from society; ensures structured reciprocity, replacing ad hoc CSR.
Individual & Institutional Donors	30% of any charitable donation auto-routed to WWW pool; 70% to donor's chosen cause	Leverages existing giving culture; donors retain primary choice while scaling the universal fund.
NGO Matching Obligation	NGOs receiving WWW funds must self-raise 30% through donations	Creates accountability, public validation, and a competitive NGO ecosystem.
State & National Governments	Contingency top-up when pool falls short of promised NGO matches	State backstop ensures programme continuity without making governments the primary actor.
Philanthropic Foundations	Voluntary contributions; eligible for WWW-certified tax benefits	Formalises philanthropic capital within the WWW architecture.
Multilateral Agencies / Impact Bonds	Blended finance, social impact bonds, green bonds	Expands capital base beyond taxation toward capital markets.

5.2 The Flow Architecture

Level	Entity	Funds Retained	Direct Use	NGO / Delivery	Pass Up
Micro	Community	60%	Halls, libraries, micro-finance	NGO for targeted beneficiaries (≤15%)	40% → State
Sub-national	State	24% + NGO match	State-wide infra & services	Competitively selected NGOs	40% → Nation
National	Nation	9.6% + NGO match	Cross-state programmes	Competitive NGOs (national spread)	40% → World Body
Global	World Body	6.4% per nation	3.84% — SPV priority programmes	50% NGOs, worldwide mandate	2.56% → Calamity Reserve

5.3 Worked Example

Assume a nation collects a total WWW pool of 10,000,000 units with a population of 10,000 enrolled across 20 communities:

- National pool ÷ 20 communities = 500,000 units per community
- Community retains 60% → 300,000 units for local use
- Community passes 40% to State → 200,000 × 20 = 4,000,000 units total
- State retains 60% of its receipt → 2,400,000 units for state programmes
- State passes 40% to Nation → 1,600,000 units
- Nation retains 60% → 960,000 units for national programmes
- Nation passes 40% to World Body → 640,000 units

- World Body deploys 3.84% equivalent for global SPV programmes
- World Body holds 2.56% equivalent as Calamity Reserve

The cascade ensures that the bulk of welfare spending remains at the community level — the most accountable and impact-proximate tier — while higher tiers are resourced for the challenges that only they can coordinate.

5.4 The Calamity Reserve

2.56% of all funds reaching the World Body is quarantined in a dedicated Calamity Reserve — not accessible for routine programming, deployable within 72 hours of a declared catastrophe, replenished annually, and managed through a transparent, real-time public ledger. This addresses a chronic failure of the existing global architecture: humanitarian response that is perpetually underfunded and subject to geopolitical conditionality. WWW pre-funds the response.

Part VI: Governance — Accountability Without Bureaucracy

WWW governance is built on the conviction that accountability must be structural, not aspirational. The architecture deliberately limits the role of elected politicians in operational decisions — politics sets the rules; civil society executes them.

Tier	Decision Body	Key Decisions	Accountability
Community	Elected Management Committee (10–25)	50% by committee vote; 50% by community ballot	Open ledger; annual community assembly; third-party audit
State	WWW State Board (civil society + govt + NGO reps)	NGO accreditation; expense caps; gap funding approval	State legislature oversight; public dashboard
National	WWW National Council	Priority sectors; NGO rankings; sovereign top-ups	Parliamentary review; independent ombudsman
Global	UN-WWW Secretariat	Tri-annual priority voting; calamity fund deployment; SPV mandates	UN General Assembly; civil society observer seats; blockchain ledger

6.2 Technology as Accountability Infrastructure

A distributed ledger records all fund allocations, transfers, expenditures, and outcome reports across all tiers in real time. Any enrolled individual can view their community's accounts. Regulators and auditors access tier-specific dashboards. Anomalies trigger automated alerts. Annual public reports are machine-readable and comparable across communities and nations. This is not surveillance — it is radical transparency in service of trust.

6.3 The Special Purpose Vehicle (SPV) Mechanism

For the three globally-voted priorities (refreshed every three years), the UN-WWW Secretariat establishes Special Purpose Vehicles — lean, purpose-built organisations with clear mandates and sunset clauses. SPVs are measured purely on delivery outcomes, not process compliance. They dissolve when their mandate is achieved or lapses.

Part VII: Rebuilding Community — The Social Dividend of WWW

7.1 Community as a Practice, Not Just a Place

Modern atomisation has weakened the social fabric. WWW is, structurally, a community-building programme. By requiring enrolment, creating a Management Committee, holding community ballots, and making welfare tangible and local, it gives people a reason to engage with their immediate social context. The community hall built with WWW funds is not just infrastructure — it is the crystallisation of collective agency.

7.2 From Passive Recipients to Active Citizens

In conventional welfare, people are recipients — their relationship with the welfare system fundamentally passive. In WWW, community members vote on priorities, elect their Management Committee, hold their NGO to account, and can propose new uses for community funds. This transformation from passive recipient to active citizen is not incidental — it is the primary social return on the WWW investment.

7.3 The NGO as Community Anchor

The NGO operating within a community is a permanent presence, accountable to the community, competing for renewal at the end of each contract cycle. Over time, strong NGOs become trusted community institutions. They develop longitudinal knowledge of beneficiaries and build relationships that no state programme can replicate. The 15% cap on direct beneficiaries ensures that targeted support is genuinely targeted.

Part VIII: The Global Dimension

8.1 Priority-Setting at Global Scale

Every three years, the UN-WWW Secretariat presents member nations with ten candidate global priorities. Nations vote, and the three highest-ranked receive dedicated SPV funding. Past examples might include: universal clean water access, pandemic preparedness infrastructure, climate-resilient agriculture, nuclear non-proliferation support, or a global mental health programme. This democratic, time-bounded priority-setting ensures global resources address the challenges humanity collectively judges most urgent.

8.2 The Calamity Response Protocol

When a catastrophe is declared by the UN-WWW Secretariat, the calamity reserve is activated within 72 hours. Pre-positioned response NGOs deploy. Allocation is proportional to affected population and severity index. Expenditure tracking is published publicly in real time. Nations hosting the calamity may also activate their own national tier reserves under expedited procedures.

8.3 Multinational NGOs — The New Global Civil Society

Just as the World Wide Web gave rise to global digital companies, WWW will give rise to a new generation of multinational NGOs — organisations with the operational reach of a global corporation and the social mission of a civil society body. The most effective NGOs will scale across borders, carrying proven programmes to new contexts, attracting the best talent in social sciences, design, and technology.

Part IX: Pathways to Implementation

9.1 Phase 1 — Proof of Concept (Years 1–3)

A coalition of 5–10 willing nations establishes national WWW Councils, begins corporate welfare tax collection, and launches community enrolment. Focus: Management Committee elections, NGO accreditation, fund flow testing, and learning what adaptations are needed for different legal and cultural contexts.

9.2 Phase 2 — Regional Expansion (Years 4–7)

Pilot findings inform a refined framework adopted by regional bodies (African Union, ASEAN, European Commission). Regional coordination bodies align standards, enable cross-border NGO accreditation, and facilitate regional calamity reserve pooling.

9.3 Phase 3 — Global Architecture (Years 8–15)

Sufficient national participation triggers activation of the full global tier: the UN-WWW Secretariat, the global calamity reserve, SPV priority voting, and the global NGO registry. The World Wide Welfare network becomes self-sustaining and self-reinforcing.

9.4 Enabling Conditions

- Legislative frameworks: Nations must enact the WWW corporate tax, donation co-contribution rule, and community enrolment provisions through domestic law.
- International treaty: A multilateral agreement establishes the global tier and grants the UN-WWW Secretariat its mandate.
- Technology platform: An open-source, interoperable WWW platform enables enrolment, voting, fund tracking, and reporting globally.
- Civil society mobilisation: A global awareness campaign — WWW as civic movement — is as important as the legal and financial scaffolding.

Part X: Addressing Likely Objections

"This is just another tax"

The 5% corporate welfare tax is hypothecated (ring-fenced for welfare), its deployment is transparent and community-visible, and it replaces ad hoc and opaque CSR compliance. Businesses that engage actively with WWW communities may find reputational and social licence benefits that exceed the cost of contribution.

"Governments will capture the funds"

Governments collect and pass the initial pool — they do not manage programmes. Management Committees and NGOs deploy funds. Transparency mechanisms expose any government attempt to divert resources. The NGO matching system further insulates programme delivery from political interference.

"NGOs are also corruptible"

True. The architecture addresses this through competitive selection; mandatory public disclosure; capped management fees; independent audits; and the 30% donation-match requirement that forces NGOs to maintain public credibility. No architecture eliminates corruption, but WWW minimises it through structural incentives and radical transparency.

"Small communities cannot manage complex funds"

The Management Committee structure, technology platform, and NGO partnership model are specifically designed to support communities without specialist financial capacity. Communities start with manageable decisions and build capacity over time.

"Will wealthy nations accept a global calamity reserve they may never need?"

The calamity reserve is in every nation's interest: climate change, pandemics, and displacement produce global spillovers that affect wealthy nations as much as poor ones. The 2020 pandemic demonstrated that unpreparedness anywhere is a risk everywhere. The reserve is not charity — it is shared insurance.

Conclusion — The Architecture of Care

The welfare challenges of the twenty-first century — widening inequality, climate displacement, demographic ageing, mental health crises, and the residual brutality of poverty amid abundance — are too complex and too urgent to be left to any single institution.

World Wide Welfare does not promise to end suffering. It promises to build the architecture through which communities, civil society, nations, and the world can systematically, accountably, and continuously reduce it — from the most intimate scale of a village community hall to the most sweeping scale of a global pandemic response.

The World Wide Web did not create knowledge. It created the conditions under which knowledge could flow freely, be shared widely, and compound into forms of value no individual could have generated alone.

World Wide Welfare aims to do the same for care.

> *The question is not whether humanity has the resources to care for its most vulnerable. It does. The question is whether we have the architecture to deploy those resources wisely, fairly, and at scale. WWW is that architecture.*

Appendix: Quick Reference — WWW at a Glance

Tier	Entity	Funds Held	Direct Use	Delivery Agency	Overhead Cap
1 — Micro	Community	60% of pool	Halls, libraries, micro-finance, social support	Committee + NGO	3% (Cmte) 5% (NGO)
2 — Sub-national	State	24% of pool + NGO match	State-wide programmes	Competitive NGOs	State-determined
3 — National	Nation	9.6% of pool + NGO match	Cross-state programmes	Competitive NGOs (national spread)	Nation-determined
4 — Global	World Body	6.4% per nation	SPV priorities + NGO global programmes	SPVs + Multinational NGOs	UN-determined
4R — Reserve	World Body	2.56% — Calamity Reserve	Disaster / pandemic / conflict response	Pre-vetted emergency NGOs + UN agencies	72-hr deployment SLA

World Wide Welfare — Because care should scale.

What if welfare worked like the web?

The World Wide Web did not centralise information in one repository. It created a protocol — a set of agreed rules — that allowed any node to connect, contribute, and benefit.

World Wide Welfare applies the same logic to social care. It is a layered, participatory welfare architecture that begins at the community and scales seamlessly to the global — funded by corporate welfare taxation, NGO-matched donations, and sovereign backstop provisions.

WWW turns welfare from a political favour into a civic right.
From a centralised budget line into a living, community-driven ecosystem.

The WWW Architecture at a Glance

- **Community (60%)** Local halls, micro-finance, NGO-identified beneficiaries
- **State (24%)** State-wide infrastructure; competitive NGO programmes
- **Nation (9.6%)** Cross-state programmes; sovereign backstop for NGOs
- **World Body (6.4%)** Global SPV priorities + 2.56% Calamity Reserve

NGO Funding Model: Earn Public Trust, Then Unlock State Support

Year 1: NGOs operate on donations alone — proving public confidence.
Year 2+: For every 30 raised in donations, the state/nation/world body provides 70.
If NGO collections exceed projections, the state provides beyond its pooled share to honour the 30:70 ratio — investing in NGO impact.
Result: NGOs must compete for excellence; welfare spending scales with civic trust.

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