Full text available at: http://dx.doi.org/10.1561/109.00000028

Decentralized Autonomous
Organizations: Internal
Governance and External
Legal Design

Other titles in Annals of Corporate Governance

The Political and Governance Risks of Sovereign Wealth

Paul Rose

ISBN: 978-1-68083-624-0

A Framework for Examining the Heterogeneous Opportunities of Value Creation in Private Equity Buyouts
Francesco Castellaneta, Simon Hannus and Mike Wright

ISBN: 978-1-68083-566-3

The Norwegian Gender Balance Law: A Reform that Failed?

R. Oystein Strom

ISBN: 978-1-68083-562-5

The Neglected Role of Justification under Uncertainty in Corporate Governance and Finance Claire A. Hill and Alessio M. Pacces

ISBN: 978-1-68083-520-5

Governance Complexities in Firms with Dual Class Shares Anita Anand

ISBN: 978-1-68083-4

How Reported Board Independence Overstates Actual Board Independence in Family Firms: A Methodological Concern Iram Fatima Ansari, Marc Goergen and Svetlana Mira

ISBN: 978-1-68083-404-8

Governance of Hybrid Organizations Jeffrey J. Reuer and Elko Klijn

ISBN: 978-1-68083-306-5

Decentralized Autonomous Organizations: Internal Governance and External Legal Design

Wulf A. Kaal

Professor of Law University of St. Thomas School of Law Minneapolis USA wulfkaal@stthomas.edu



Annals of Corporate Governance

Published, sold and distributed by: now Publishers Inc. PO Box 1024 Hanover, MA 02339 United States Tel. +1-781-985-4510 www.nowpublishers.com sales@nowpublishers.com

Outside North America: now Publishers Inc. PO Box 179 2600 AD Delft The Netherlands Tel. +31-6-51115274

The preferred citation for this publication is

W. A. Kaal. Decentralized Autonomous Organizations: Internal Governance and External Legal Design. Annals of Corporate Governance, vol. 5, no. 4, pp. 237–307, 2021.

ISBN: 978-1-68083-799-5 © 2021 W. A. Kaal

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, mechanical, photocopying, recording or otherwise, without prior written permission of the publishers.

Photocopying. In the USA: This journal is registered at the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923. Authorization to photocopy items for internal or personal use, or the internal or personal use of specific clients, is granted by now Publishers Inc for users registered with the Copyright Clearance Center (CCC). The 'services' for users can be found on the internet at: www.copyright.com

For those organizations that have been granted a photocopy license, a separate system of payment has been arranged. Authorization does not extend to other kinds of copying, such as that for general distribution, for advertising or promotional purposes, for creating new collective works, or for resale. In the rest of the world: Permission to photocopy must be obtained from the copyright owner. Please apply to now Publishers Inc., PO Box 1024, Hanover, MA 02339, USA; Tel. +1 781 871 0245; www.nowpublishers.com; sales@nowpublishers.com

now Publishers Inc. has an exclusive license to publish this material worldwide. Permission to use this content must be obtained from the copyright license holder. Please apply to now Publishers, PO Box 179, 2600 AD Delft, The Netherlands, www.nowpublishers.com; e-mail: sales@nowpublishers.com

Annals of Corporate Governance

Volume 5, Issue 4, 2021

Editorial Board

Editors-in-Chief

Marc GoergenGeoffrey WoodIE Business SchoolWestern University

Spain Canada

Associate Editors

Renee Adams
University of Oxford

Lucian Bebchuk

Harvard University

William Judge Old Dominion University

 $\begin{array}{c} {\rm Mark~Roe} \\ {\it Harvard~University} \end{array}$

Rene Stulz
Ohio State University

James Westphal University of Michigan

Editorial Scope

Topics

Annals of Corporate Governance publishes articles in the following topics:

- Boards of Directors
- Ownership
- National Corporate Governance Mechanisms
- Comparative Corporate Governance Systems
- Self Governance
- Teaching Corporate Governance

Information for Librarians

Annals of Corporate Governance, 2021, Volume 5, 4 issues. ISSN paper version 2381-6724. ISSN online version 2381-6732. Also available as a combined paper and online subscription.

Full text available at: http://dx.doi.org/10.1561/109.00000028

Contents

1	intr	oduction	2		
2	Dec	entralized Autonomous Organizations	6		
	2.1	History of DAOs	7		
	2.2	Extending Business Opportunities	14		
	2.3	Addressing Age-Old Problems	15		
	2.4	Value to Efforts Workflow	17		
	2.5	Maintaining the Fluidity of Decentralized			
		Order	21		
3	DAO Limitations				
	3.1	Path Dependencies	24		
	3.2	Regulatory Uncertainty	25		
	3.3	Suboptimal Incentive Design	30		
4	Gov	ernance and Legal Design Experimentation	33		
	4.1	Governance	36		
	4.2	Legal Designs	42		
	4.3	Legal Structure	58		
	4.4	Attack Resistance	66		
	4.5	Level of Decentralization	67		

Full text available at: http://dx.doi.org/10.1561/109.0000002

5	Conclusion	69
Ac	cknowledgments	71

Decentralized Autonomous Organizations: Internal Governance and External Legal Design

Wulf A. Kaal

Professor of Law, University of St. Thomas School of Law, Minneapolis, USA; wulfkaal@stthomas.edu

ABSTRACT

Most of the applications and uses of digital assets are improved and expanded with well-functioning and well-governed DAOs. The monograph evaluates the technical and internal governance solutions promulgated by DAO projects. Particular emphasis is placed on the duality of feedback effects between internal DOA governance and external DAO legal designs.

Keywords: decentralized autonomous organization; governance; legal design; digital assets; decentralized finance; blockchain; start-up; decentralized commerce; emerging technology; token models; incentive design; tokens; distributed ledger technology; decentralized infrastructure; reputation staking

1

Introduction

Blockchain-based businesses are a natural global extension of platform businesses. Blockchain-based smart contracts can standardize business processes and enable autonomous organizations. Decentralized autonomous organizations (DAOs) instantiate the need for truly global borderless entities that coordinate agency relationships and limit liabilities via smart contracts. Given the global nature of commerce through internet-based platform businesses and borderless payment systems, among many others, the global promise of the concept of a DAO as a business vehicle is only truly fulfilled if DAOs can be set up via the internet and are jurisdictionally recognized.

DAOs have the potential to upgrade business and society on multiple levels. The business applications of DAOs are near limitless. For example, most of the applications and uses of digital currencies are improved and expanded with well-functioning and well-governed DAOs. DAOs help upgrade digital assets across the spectrum of applications and uses. This includes digital assets that can be used as mediums of

3

exchange, speculation,¹ payment rail for non-expensive cross-borders money transfer, and non-monetary uses such as time stamping.² Additional use cases of DAOs include financial transactions, secure voting, autonomous organizations, company management, freedom of speech networks, online games, crowdfunding, and speculation, among many other possible applications that cannot be foreseen at the time of publication of this monograph.³

DAOs are organizations that run through rules encoded in smart contracts.⁴ DAO smart contracts are executed when the conditions embedded in them are recognized as math by the network.⁵ DAOs can be built on any smart contracting platform. In the 2020s, was still the leading smart contracting platform for DAO creation. Ethereum's programming language, Solidity, enables the development of smart contracts⁶ in conjunction with Ethereum's Virtual Machine (EVM), upon which every Ethereum node runs to maintain consensus. EVM is Turing-complete, meaning that it can perform calculations that any other programmable computer is capable of, enabling execution of code exactly as intended.⁷ This is the unique feature of the Ethereum network that enables smart contracts and a high level of flexibility in digital innovation, which makes the platform attractive to developers. Other networks are developing upgrades to blockchains that enhance smart contracting and associated DAO features.

¹A. Rogojanu and L. Badea, *The Issue of Competing Currencies: Case Study – Bitcoin*, 21 THEOR. APPL. ECON. 103–14 (2014); Paola Ceruleo, *Bitcoin: A Rival to Fiat Foney or a Speculative Financial Asset?* (Apr. 13, 2015) (Master's Degree Thesis) (on file with LUISS Guido Carli Library).

²Robleh Ali, John Barrdear, Roger Clews, and James Southgate, *The Economics of Digital Currencies*, Bank of England: Q. Bull., 2014, at 276.

³Zvezdin Besarabov and Todor Kolev, *Predicting Digital Asset Market Based on Blockchain Activity Data* (Oct. 15, 2018), https://arxiv.org/abs/1810.06696.

⁴CoinMarketCap, Crypto Glossary, CoinMarketCap, https://coinmarketcap.com/glossary/ (last accessed Jun. 22, 2020).

⁵Lanouar Charfeddine, Noureddine Benlagha, and Youcef Maouchi, *Investigating the Dynamic Relationship Between Cryptocurrencies and Conventional Assets: Implications for Financial Investors*, 85 ECON. MODELLING 198, 201 (2020).

⁶Crypto Glossary, supra note 4.

⁷Crypto Glossary, supra note 4.

4 Introduction

A core problem in the evolution of DAOs is the applicable legal framework. The concept of a DAO fails if it becomes centralized. Tying the legal existence of a DAO to any forms of existing legal and jurisdictional frameworks typically results in the need for a representative in the chosen legal framework and jurisdiction, which, in turn, centralizes the DAO and results in the failure of the DAO concept. From the perspective of regulatory competition, one jurisdiction may one day offer a DAO legal framework that removes the need for a representative in that jurisdiction.

Until jurisdictional recognition materializes, DAO entities around the world are at substantial risk of being labeled a partnership with joint and several liability for its members in a given jurisdiction. Ideas about DAOs as partnership originate from a desire to apply existing and proven legal concepts to new technological challenges. DAOs may be construed as partnerships if DAO members are seen as co-owners for profit who are not using a limited liability entity to conduct business. Following traditional legal interpretation that merely looks at the legal relationships while ignoring the technological instantiation of such legal relationships may default to the construction of a partnership in the case of DAOs.

DAO entities depend on jurisdictional recognition. Only a jurisdiction that gives the DAO limited liability as an entity and accepts its independent status without the need for representation may truly be favorable for DAO concepts. Such jurisdiction would have to accept that the DAO is a virtual organization based on code that is accessible from any computer with an internet connection and cannot be jurisdictionally captured. The implication is that such DAO on each computer in any country is effective if another computer in a given country connects with and interacts with the code.

DAO structures are evolving lockstep with applicable legal solutions. On the operational side, overcoming bugs that lead to security flaws is a crucial part of the DAO technology evolution. On the legal side, experimentation with different legal arrangements in disparate jurisdictions helps DAO communities innovate for the creation of consumer facing applications in different settings around the globe.

5

This monograph examines the existing attempts to establish DAO concepts and legal frameworks. The author evaluates the technical solutions and internal governance solutions promulgated by DAO projects. Particular emphasis is placed on the duality and feedback effects between internal DAO governance and external legal design. The monograph concludes with an examination of legal DAO frameworks and their existing limitations and potential for future development.

Acknowledgments

The author is on the board of directors of the Emerging Technology Association in Zug, Switzerland. The author is also a founding member of the DevDAO. The author is grateful for ongoing discussions about DAO solutions with Craig Calcaterra. The author is also grateful for outstanding research assistance from Hayley Howe and research librarian assistance from Nicole Kinn. The author did not receive any form of financial incentive for authoring this monograph.