

Building Common Ground

UNITED NATIONS
CONNECTING WITH
SILICON VALLEY

UN-GLOBAL ALLIANCE
FOR ICT AND
DEVELOPMENT



RiOS INSTITUTE

**United Nations GAID
Strategy Council Meeting
February 2007**

Foreword

The United Nations' Global Alliance for ICT and Development (GAID) was established in March 2006 by then United Nations' Secretary-General Kofi Annan. As an open and inclusive multi-stakeholder forum, the GAID brings together governments, international organizations, civil society groups, the private sector, media and other stakeholders to better harness ICT for advancing development (ICTD).

On November 16, 2006, RiOS Institute, together with the Center for Science, Technology, and Society, co-presented the Silicon Valley Challenge Summit at Santa Clara University. This was the first occasion for Dr. Craig Barrett, Chair of the GAID, and Mr. Sarbuland Khan, GAID Executive Coordinator, to present their vision of the GAID to assembled Silicon Valley leadership, who had gathered to discuss how the region can assume a larger role in the ICTD area.

On occasion of the Summit, GAID and RiOS Institute signed a Memorandum of Understanding. "Building Common Ground: The United Nations Connecting with Silicon Valley" is the first result of this partnership. Its recommendations are a beginning step to turn the spirit of the Silicon Valley Challenge Summit into action. We invite all of you to join us in implementing them, in order to make the relationship between GAID and Silicon Valley a successful and lasting one that benefits both, and brings the power of ICT to the achievement of the Millennium Development Goals.

The first part of this working paper presents leadership perspectives on ICTD, followed by general comments on the evolving relationship between Silicon Valley and the United Nations. To broaden the view, RiOS Institute invited experts from various sectors to share their insights on the topic, which can be found in the third part. We sincerely thank everybody who accepted our invitation. To inform today's discussion, the paper then highlights several examples of Silicon Valley ICTD initiatives that could contribute to the GAID working areas. A number of recommendations conclude this RiOS Working Paper.

As one of the first partners of the GAID in Silicon Valley, RiOS Institute is looking forward to discussing with you the next steps for how to successfully implement the GAID business plan.



Paul Braund
Executive Director
RiOS Institute



Anke Schwittay, Ph.D.
Director of Research
RiOS Institute

Silicon Valley, February 27, 2007

Table of Contents

I Leadership Perspective on ICTD	2
II General Comments	
Planners vs. Searchers	4
Markets vs. Morals	5
Multi-sector Collaborations	6
III Expert Insights	
AnnaLee Saxenian (Academia) Dean, School of Information, UC Berkeley	8
Ronnie Goldfarb (Nonprofit) Founder, President and Executive Director, Equal Access	9
Fred Tipson (Corporation) Senior Policy Counsel, Microsoft Corporation	10
Participation of Silicon Valley Corporations in UN ICTD Initiatives	11
Zohre Elahian (Foundation) Managing Director, Global Catalyst Foundation	12
Jim Fruchterman (Social enterprise) President, CEO and Founder, Benetech	13
Sarbuland Khan (United Nations) Executive Coordinator, Global Alliance for ICT & Development	14
Djordjija Petkoski (World Bank Institute) Lead Specialist, Business, Competitiveness and Development	15
IV Examples of ICTD Activities in Silicon Valley	16
V Recommendations	18

I Leadership Perspective on ICTD

Unveiling of Digital Villages as part of Intel's World Ahead Programⁱ

Craig Barrett, Chairman, Intel, Chair, UN-GAID

Technology can expand what's possible for the people of developing countries. Wireless broadband links to the internet bring the expertise of specialists, sophisticated medical imaging and the world's libraries to [remote] communities. Through the World Ahead Program, we remain focused on accelerating access to technology, improving education and increasing internet connectivity.

Letter introducing Cisco's 2006 Global Citizenship Reportⁱⁱ

John Chambers, President and CEO, Cisco Systems

Technology is perhaps the most significant change agent in the world today. Our technology promotes collaboration as well as the communication of ideas and information to run businesses, modernize governments, support education, and stimulate economic development. The spirit of our company vision, "Changing the way the world works, lives, plays, and learns," is present in all of our engagements as a global business leader and as a corporate citizen.

Message about AMD's 50 x 15 Initiativeⁱⁱⁱ

Hector Ruiz, Chairman and CEO, AMD

The technology industry has reached a crossroads which may affect its ability to truly empower people's lives on a global basis. For the past 30 years, the focus has been on creating faster, more powerful, more efficient systems. However, in an increasingly connected world, our ability to effect positive change will no longer be just a result of new technology. Instead it will depend on our capacity to place technology into the hands of a far greater percentage of the world's citizens.

Remarks following presentation of James C. Morgan Global Humanitarian Award Tech Museum of Innovation^{iv}

Bill Gates, Chairman, Microsoft Corporation

So even though PCs and technology can often be part of a solution, we need to be careful to always think about putting technology in the service of humanity. And so it's often not just taking what we do in the rich world and subsidizing its use in the developing world. Doing that kind of elevates technology as though it's the end goal, whereas we're just trying to meet human needs. So it's not starting in the right place.

ⁱ <http://www.intel.com/pressroom/kits/events/expanding/index.htm>

ⁱⁱ http://www.cisco.com/web/about/ac227/ac222/popup_john_chambers_president.htm

ⁱⁱⁱ http://50x15.amd.com/en-us/about_message.aspx

^{iv} http://www.techawards.org/about/global_humanitarian_award/

Kofi Annan, Secretary-General, United Nations, 1997 – 2006

**Message to
Silicon Valley
Challenge Summit**

**November 16, 2006
Santa Clara University**

Four years ago, in a message broadcast over a leading industry website, I called on the entrepreneurs and enterprises of Silicon Valley to focus more attention on the developing world. It was clear to me that without the innovation and dynamism for which the high-tech community is so justly renowned, the Millennium Development Goals would remain a distant dream for many millions of people throughout the world living in chronic, extreme poverty.

The new technologies offer opportunities without borders. In this new era, it is not borders that hold people back but rather the inadequacy of infrastructure, the lack of local applications and content, or simple inexperience with mobile phones, computers and other new technologies. For business, it is often the lack of supportive policies and an overall environment conducive to investment. Our common challenge is to make the benefits of the information revolution available to all of humanity. The goal to which the world has committed itself -- to connect all schools, hospitals, libraries and communities by 2015 -- is achievable. But not without Silicon Valley. Therein lies the basis of my new appeal.

Great progress has been made in recent years. The rate of adoption of ICTs in many regions of the developing world exceeds that of the developed countries. And the main growth in ICT markets in the years ahead will be in developing countries. The right regulatory environment, public-private partnerships and market-based approaches could enable ICT to really take root. I urge Silicon Valley to pursue these opportunities, even where markets might be too small at the moment to attract investment, or where market forces alone might not be sufficient to overcome the absence of an enabling environment. Even modest investments can achieve significant results today, while building the groundwork for the future.

It is encouraging that one of the industry's leading figures is chairing the Global Alliance for ICT and Development, a multi-stakeholder initiative that will link industry, government and civil society and strengthen our efforts in the critical areas of education, health, entrepreneurship and governance. I hope Silicon Valley will continue to be an active collaborator in this initiative. We also need Silicon Valley to engage with the newly established Internet Governance Forum, which will focus on public policy matters that may arise in the management of the Internet. And of course, I hope you will support the United Nations in general, since an effective organization is in the interests of all countries.

Together, we can enrich lives and empower people. We can expand markets while advancing development. And we can realize the full potential of ICTs. I thank all the participants in the Silicon Valley Challenge for their commitment to this effort.

I General Comments

This part of the paper presents a general analysis of the relationship between Silicon Valley (SV) and the United Nations (UN).¹ As both are embarking on a new, potentially more collaborative phase, under the umbrella of the GAID and its Chair Dr. Craig Barrett, it is important to go beyond the assumed differences of SV and the UN to recognize their common ground. Each offers unique resources and expertise that can be harnessed in future collaborations.

Develop a global partnership for development and, in cooperation with the private sector, make available the benefits of new technologies – especially information and communication technologies.

Millennium Development Goal Number 8, Target 17

Planners vs. Searchers?

In *The White Man's Burden*, William Easterly contrasts two types of development practitioners, whom he calls *planners* and *searchers*.²

Planners	Searchers
<ul style="list-style-type: none">▪ Apply global blueprints▪ Come from the outside with broad-based answers▪ Raise expectations but do not feel responsible to meet them▪ Determine what to supply▪ Do not find out if people got what they needed	<ul style="list-style-type: none">▪ Adapt to local conditions▪ Often insiders with specific local knowledge for local solutions▪ Accept responsibilities for their actions▪ Ask what is in demand▪ Find out if recipients are satisfied

In the common local perception, this contrast seems corresponds to the differences between the UN and SV.

United Nations	Silicon Valley
<ul style="list-style-type: none">▪ Bureaucratic▪ Difficult to maneuver▪ Slow-moving▪ Procedural▪ Wasteful	<ul style="list-style-type: none">▪ Entrepreneurial▪ Accessible▪ Dynamic▪ Pragmatic▪ Efficient

Such simplifications can only stand in the way of collaborations between SV and the UN. Rather, one needs to look at the scope and mandate of both to understand the differences in how they operate.

The UN is a global organization whose aims are to facilitate cooperation in international law, security, economic development, social progress and human rights issues. It brings together, and receives its funding from, the governments of 192 nations, some of which have opposing ideologies and politics. To forge agreements among them demands diplomacy and negotiations. It is the glacial pace of such global negotiations that has many parties frustrated. Besides governments, the UN also works with many other types of organizations, and needs to accommodate their differences. The UN has 63,000 employees and spends \$13 billion a year.

¹ In this paper, Silicon Valley refers to the larger San Francisco Bay Area.

² William Easterly (2006) *The White Man's Burden: Why the West's Efforts to Aid the Rest Have Done So Much Ill and So Little Good*. Penguin Press.

In SV, the idea that corporations are started in the garage by innovative, hard-working and risk-taking entrepreneurs still holds sway. It is the agility and dynamism that comes with small size that is celebrated as the quintessential SV character. *In effect, many large corporations in Silicon Valley approximate the UN in size and global scope of operations.* When they do reach these dimensions, they often grapple with similar questions of how to deal with the bureaucracy and its effects that comes with such size. Legally, corporations work to generate shareholder value, and all their interactions with others are contributing to this goal as efficiently as possible.

Over the last few decades, companies have become more accountable to a broader set of stakeholders beyond shareowners. As a result, they are increasingly engaging in dialogue with company outsiders, who are not beholden to shareholder value or corporate culture. Negotiating such differences resembles less strict business transactions, and instead demands conversations similar to the ones undertaken by the UN, minus the high-level diplomacy.

The UN itself has made several attempts at reforming its bureaucracy, to improve its effectiveness and responsiveness. Given the far-reaching organizational and financial implications of such reforms, it is likely that they will take years to implement.¹ One concrete step towards an opening up of the organization has been its willingness to engage in multi-stakeholder initiatives, especially with the private sector. As Kofi Annan told business leaders at the 1997 World Economic Forum, during his first month in office, *"the close link between the private sector and the work of the United Nations is a vitally important one."* The implications of such partnerships will be explored below.

Markets vs. Morals?

The UN is not the only organization suffering from short-lived pilot projects. They are just as common, and equally frustrating for local participants, among corporate ICTD efforts. To grow pilots into long-term, sustained projects, a market approach that allocates funds more efficiently is not sufficient. In effect, there is evidence that a sole focus on market returns stands in the way of corporations' abilities to fund and implement long-term projects.² *What is needed is a clear understanding that people, not markets or technologies, must be at the center of ICTD projects.*

There is no easy marriage between markets and morals, as any corporate CSR manager trying to 'do well by doing good' knows. *The fate of corporate ICTD programs, such as HP's e-Inclusion, is too often tied to financial performance, and thus flounders with falling stock prices, missed quarters or turnover at the top.* Similarly, a 2006 report by the World Economic Forum's Centre for Public Private Partnerships states, "corporate philanthropy, through corporate foundations, should fill the gaps that more business-oriented programs can't address."

¹ <http://www.un.org/reform>

² Paul Braund and Anke Schwittay (2006) "The Missing Piece: Human-Centered Design and Research in ICTD." *ICTD 2006 IEEE Conference Proceedings.*

GAID aspires to leverage donor and United Nations funds through a market approach that will allow us to break free of the perpetual cycles of unsustainable pilot projects.

**Sarbuland Khan,
Silicon Valley
Challenge Summit**

Philanthropy and social entrepreneurship are necessary to solve problems “where markets might be too small at the moment to attract investment, or where market forces alone might not be sufficient to overcome the absence of an enabling environment,” as Secretary General Kofi Annan put it in his personal message to attendants of the Silicon Valley Challenge Summit.

As the Bill and Melinda Gates Foundation is showing, philanthropy can and does yield high returns. Its work is one example of the successful application of the corporate model to social benefit endeavors. This has also been suggested as a way to increase the efficiency of the UN. *The difficulty lies in the fact that the UN often confronts the structural and political reasons for poverty, which cannot be fixed with technical solutions such as a vaccination campaign.*

Because “endemic poverty defies the market,” according to Sarbuland Khan, there is a moral imperative for Silicon Valley to assume the responsibilities that come with its great financial, technical and human resources. This guiding theme of the Silicon Valley Challenge Summit was brought home by Dr. Manuel Castells, preeminent scholar of the information society, during the Summit proceedings.

**I would like to UN to
get some of the
energy that comes
from Silicon Valley,
and I would like
Silicon Valley to get
some of the moral
purpose and social
goals that are
embedded in the UN.**

**Jim Fruchterman,
Silicon Valley
Challenge Summit**

Multi-sector Collaborations

Today, the most common way to work around differences is to leverage the unique strength of different institutions in multi-sector collaborations. Such collaborations bring together governments, multilateral organizations, the private sector and civil society groups. All of these organizations have their own objectives, ways of operating and capacities. For collaborations to succeed in the face of these potential obstacles, realistic, clearly defined and agreed upon goals have to be combined with a tolerance for diverse ways of doing things, open communication and a commitment to make a difference.

According to Sarbuland Khan, a new kind of public policy is also necessary, based not on top-down directives but on consultation. In addition, there needs to be a “greater recognition of the private sector as a partner rather than as a target.” *Indeed, the predecessor of the GAID, the UN ICT Taskforce, was the first UN body where all members had equal decision making power.*¹ Such equality must be balanced with the need for democratic control and accountability.

One of the expectations of multi-sector collaborations is that business can ameliorate the inefficiencies of large development organizations, because “business efficiently manages large-scale operations and can therefore improve the effectiveness of large-scale development programs.”² Development programs are not business transactions; however, they do not operate according to economic laws of supply and demand, but address dire human needs and crisis situations.

¹ Martens, Jens (2007) “Multistakeholder Partnerships – Future Models of Multilateralism?” Berlin: Friedrich-Ebert-Stiftung.

² Centre for Public Private Partnerships (2006) “Harnessing Private Sector Capabilities to Meet Public Needs.” World Economic Forum.

So, what can the United Nations and Silicon Valley contribute to multi-stakeholder collaborations such as GAID?

What the UN brings to GAID	What Silicon Valley brings to GAID
<ul style="list-style-type: none"> ▪ Global reach and infrastructure ▪ Cross-regional and intra-country coordination ▪ Connections to governments ▪ Development expertise ▪ Local access to potential pilot and program sites ▪ Trusted Relationship with social leaders 	<ul style="list-style-type: none"> ▪ Innovation ▪ Entrepreneurial drive ▪ Resources ▪ Technical skills and know-how ▪ Willingness, ability and experience to scale up ▪ Ingenuity ▪ Eagerness to develop and invest in new markets

Commerce drives economies in ways that no government can. Abundant in the business community are resources, capacity and an entrepreneurial spirit that are scarce within the public sector. Business fuels innovation, and so many of the world's problems are crying out for innovative solutions.

**Sarbuland Khan,
Silicon Valley
Challenge Summit**

As with many new endeavors, the hopes and expectations generated by the GAID are high. Based on the interviews RiOS Institute conducted for this working paper, interest in the GAID in Silicon Valley is strong. The potential to build a partnership between Silicon Valley and the GAID is thus great, and the discussions over the next two days can make important contributions towards fulfilling this potential.

In the next part of this working paper, experts from various sectors share their insights on the possibilities for such a collaboration. Their commentaries were prompted by a few simple questions: Where is the common ground of the United Nations and Silicon Valley in spite of their differences? Where do they complement each other? What are the unique contributions of each? What stands in the way of effective collaborations and needs to be changed?

II Expert Insights

**Dean and Professor,
School of Information
and Professor,
Department of City
and Regional
Planning, University of
California, Berkeley.**

Her most recent book,
*The New Argonauts:
Regional Advantage in a
Global Economy* (Harvard
University Press, 2006),
explores how the "brain
circulation" by immigrant
engineers from Silicon
Valley has transferred
technology
entrepreneurship to
emerging regions in
China, India, Taiwan, and
Israel.

Dr. Saxenian holds a
Doctorate in Political
Science from MIT, a
Master's in Regional
Planning from the
University of California,
Berkeley, and a BA in
Economics from Williams
College.

ICTD Activities at the School of Information:

- Development of a
graduate level,
interdisciplinary
curriculum on ICTD,
including a university-
wide certificate
program
- Sponsored ICTD 2006,
an interdisciplinary,
peer-reviewed ICTD
conference

ANNALEE SAXENIAN

Silicon Valley and the United Nations are organizationally at opposite spectrums: a decentralized, entrepreneurial regional economy v. a very large, bureaucratic multilateral institution. Yet they bring complementary strengths and interests to the table. A partnership between the two, if organized appropriately, would strengthen both, while also allowing them to jointly address global challenges.

Silicon Valley has the technical skill and know-how needed to address a range of development challenges, particularly those involving the application of information and communication technologies to domains like health care, education, and e-government. The region's private sector is the source of the digital technologies that are powering the shift to an information society and economy. Universities like UC Berkeley have not only contributed essential research, but are currently creating the curriculum and field work opportunities that will allow students to address the challenges associated with ICTD. And the entire community, including the region's non-profit sector as well as the private and educational institutions, is increasingly aware of the challenges—and in many cases already engaged in applying their resources to issues such as global poverty.

However Silicon Valley lacks the global connections as well as the cross-regional coordination necessary to both insure the success of such projects in developing nations and to insure learning across areas of the world. The United Nations, by contrast, has deep roots in local institutions around the world. It also has the infrastructure and resources to play a coordinating and governance role for a highly decentralized process of experimentation and learning about technologies and application domains. Currently there are many experiments around the world with ICTD—yet they are entirely uncoordinated and disconnected from one another; hence there is much reinventing of the wheel and virtually no way for disparate efforts to learn from one another. *The UN could play the role of a central governance institution that oversees (but does not direct) this decentralized process by collecting and disseminating "best practices" around the world and by helping to develop common measurement criteria and benchmarks.*

What stands in the way of such a collaboration? There is likely mutual distrust between individuals working in the UN and SV, based on different backgrounds and perspectives. However these should disappear quickly if there were mechanisms for building a robust partnership that recognizes the distinctive contributions of each community. The early contacts would need to be face-to-face in order to establish trust and a shared language, and regularly renewed. *I would propose pilot projects that have a high likelihood of success--a couple of early and well publicized successes would go along way towards legitimating the effort and erasing mistrust.* Once individuals in each community recognize that they have common goals and bring distinctive resources to addressing those goals, they should be able to work together effectively even over great distances. This means that the first challenge is to get the conversation going between the two.

RONNIE GOLDFARB

The United Nations, with its global presence and through its distinct Agencies, has programs that focus on development objectives that address many of the most serious challenges facing humanity. These objectives are most succinctly characterized as the Millennium Development Goals (MDG's). Silicon Valley is home to technology invention and the scaled application of technology solutions capable of transforming the social, environmental and economic frameworks required for the world to overcome the grave challenges embodied in the MDG's. To name a few: ensure environmental sustainability; combat HIV/AIDS, malaria and other diseases; ensure universal primary education; eradicate poverty and extreme hunger. While these challenges can't be solved by technology alone, no one can deny that scaled technology applications are essential to meeting these goals.

A UN Agency, such as UNICEF, UNDP and many others is likely to have extensive programs and networks in most developing countries. These programs, which support the national development priorities of each country, *provide potential pilot testing platforms for Silicon Valley technology applications* which can assist these programs to more efficiently serve beneficiaries. This in turn provides an entry for national scale-up of effective solutions. In addition, the UN can be helpful in government relations with regard to regulation, importation.

Silicon Valley can solve problems with ingenuity and drive. At the same time there is an increasing interest in designing products and applications with affordable lower price points that can be utilized by billions of people at the so-called bottom of the pyramid. *The UN is well positioned to provide access to the most underserved populations and to understand the complexity of issues they face.* This can assist Silicon Valley in designing culturally appropriate solutions that enhance and empower local populations.

Silicon Valley entrepreneurs and companies might benefit from a better understanding of how their tech applications could be applied to a specific challenge that a particular UN Agency is addressing. They would also benefit from more familiarity with the mandates of each UN agency and which ones are most appropriate to partner with for which efforts. *A stronger focus on specific public/private initiatives with clear deliverables and reports back to both sides on successful implementation would set an inspiring example for future collaborative models.*

Designing forums/task force assignments where Silicon Valley and the UN can plan specifics to work together on several particular challenges would help move the agenda beyond speculation into actual problem solving. There are also certain important focal points that encourage collaborative solutions, such as the Strategy Council of the Global Alliance for ICT, the UN Fund for International Partnerships (UNFIP), the UN Foundation and UNDP's Division for Business Partnerships.

Founder, Executive Director and President of Equal Access.

In this capacity she has worked closely with the United Nations Development Program (UNDP) to create the Equal Access/UNDP Digital Broadcast Initiative and to launch an Asia Pacific Information and Education Network to provide vital local language radio and multimedia development programming complimentary leadership training.

Ronni has over 16 years experience creating communication programs for Fortune 100 and 500 corporations and UN Agencies. She holds a BA Cum Laude from SUNY Buffalo and studied Cultural Anthropology and Media at New York U and the New York School of Visual Arts.

Selected Equal Access ICTD Work:

- Replicable and scalable project methodology and ICT platform for locally-produced, high-quality radio content
- Radio series and leadership training about women's issues in Afghanistan
- Educational youth radio show in Nepal

**Senior Policy Counsel
and Director for Inter-
national Organization
and Development at
Microsoft in
Washington, D.C.**

Fred joined Microsoft in early 2004 from the Markle Foundation in New York. Fred spent sixteen years in the telecommunications industry with AT&T and Cable & Wireless, including two periods in Hong Kong. Prior to that time he was counsel to the Senate Foreign Relations Committee under Senators Jacob Javits of New York and Charles Percy of Illinois. Fred has a law degree and a Ph.D. in Foreign Affairs from the University of Virginia, an M.A. in International Relations from Yale and a B.A. in history from Stanford.

**Selected ICTD
Activities at Microsoft:**

- Pamela Passman, vp Public Affairs, supported by Fred Tipson, on GAID Strategy Council
- Participation in several GAID Flagship Initiatives
 - *Partners in Learning* and *Unlimited Potential* promote basic computer skills in over 70 countries

Fred Tipson

Microsoft shares the basic development objectives of the United Nations system as embodied in the Millennium Development Goals. We have explored many options for collaboration with UN agencies by various parts of the company and are engaged in a number of significant projects together. *As with any set of large organizations, the common ground needs to be carefully identified and confirmed so that implementation of concrete initiatives is realistic and impactful.*

While headquarters commitment at both the UN and its corporate partners is essential for collaborations, connections must largely be accomplished in the field in order to make effective progress. Furthermore, in order for successful collaborations to happen, realistic expectations and personal commitment on the part of those charged with working together in specific places and times is necessary.

The UN should be the leader/coordinator of country-specific projects, but initiatives must allow for the private sector entities to have the freedom to do what they do best in the management and execution of development initiatives.

One of the greatest challenges for both International Governmental Organizations and private companies is turnover in personnel--especially people in field positions who actually implement the arrangements. *Clarity and commitment of responsibility to particular individuals is critical to assure follow-through.*

Participation of Silicon Valley Companies in United Nations' ICTD Initiatives

I hope the Silicon Valley industry will broaden its horizon and bring more of its remarkable dynamism and innovation to the developing world.

**Kofi Annan
UN Secretary-General
November 2002**

UN ICT Taskforce 2001 - 2006
<p>John Chambers (<i>Cisco Systems</i>) – Task Force member.</p> <p>Art Reilly (<i>Cisco Systems</i>) - Task Force Bureau member.</p> <p><i>Cisco System</i> provided financial support to Task Force.</p> <p>Carly Fiorina (<i>Hewlett-Packard Corporation</i>) – Founding Task Force Bureau member.</p> <p>Debra Dunn (<i>Hewlett-Packard Corporation</i>) - Convener of the Working Group on Business Enterprise and Entrepreneurship Under HP's leadership, the Working Group developed the Enablis project, the Global Giving Network, and an initiative to improve capital access in the developing world.</p> <p><i>Hewlett-Packard Corporation</i> donated equipment to Taskforce Secretariat.</p>
Global Alliance for ICT and Development 2006 -
<p>Craig Barrett (<i>Intel</i>) – Chair of Steering Committee</p> <p><i>Intel</i> is participating in the Expanding Financial Services to Unbanked initiative of GAID Communities of Expertise and Focus Area Entrepreneurship</p> <p>John Chambers (<i>Cisco Systems</i>) – Member of Strategy Council</p> <p>Pamela Passman (<i>Microsoft Corporation</i>) – Member of Strategy Council</p> <p>Anne Cobb (<i>Visa</i>) – Member of Strategy Council</p> <p><i>Microsoft Corporation</i> is participating in the organization of the telecenters 2.0 flagship initiative, Inclusive Technology advocacy theme and microfinance community of expertise</p> <p><i>AMD</i> hosted GAID Europe Regional Network meeting in Dresden, Germany</p> <p>Various Silicon Valley representatives spoke at GAID events.</p>

**Co-Founder and
Managing Director,
Global Catalyst
Foundation**

Zohre Elahian is co-founder and board member of the Global Catalyst Foundation. She also co-founded Schools Online, a non-governmental organization based in the US. Prior to her humanitarian activities, she co-managed a successful private business for 15 years. Ms. Elahian holds an M.A. in anthropology.

**Selected ICTD
Activities of Global
Catalyst Foundation:**

- Nepal Computer Lab Pilot project and teacher training program to support them
- Internet learning center at school for Palestinian refugees in Jordan
- Information Technology training center in rural Guatemala
 - Link NGO service providers through a management information system

ZOHRE ELAHIAN

The Global Catalyst Foundation has been working with many different UN agencies in different countries. *Just as with any organization, the quality of working relationships depends on the abilities and expertise of the individual contact person.*

One advantage of working with the UN is that it works directly with governments, and also has good channels to local and international non-governmental organizations. It thus has information on their activities, and can act as a coordinator in case of a disaster, natural or man-made. This is very important to prevent the replication of relief efforts.

Greater synergy between the UN and Silicon Valley could be created if the UN became a bit less bureaucratic and acted with greater speed. In Silicon Valley, people like things to happen fast. So if a foundation wants to make a donation, we want to do so fast, rather than waiting for documents to be processed and publications to be written.

There are many Silicon Valley foundations, such as the Omidyar Network, the Skoll Foundation and google.org already involved in the ICTD area, which is often an integral part of their work in developing countries. Especially the company foundations, such as the Cisco and the HP Foundation, do not only give financial contributions, but also equipment and expertise in the form of volunteers.

A first step towards a successful collaboration between Silicon Valley and the UN would be for corporate and UN representatives to meet. This would help corporate leaders to understand what the needs of people in the field are, both UN workers and the people they are trying to help. Then corporations would recognize what other contributions, besides financial, they can make.

JIM FRUCHTERMAN

Silicon Valley is generally wary of working with large bureaucracies, whether it be the U.S. federal government or the United Nations! Technology developers seek to provide individuals with more powerful technology tools, while circumventing established structures.

Another goal of the tech community is going to scale, and that means working with the people who address issues at scale. If you want to sell a lot of your product, you need to engage large organizations. *If you want to get involved with the big issues facing global society, that means working with the UN.*

The social sector lags behind the business sector in its adoption of technology by anywhere from two to twenty years. Nonprofit leaders are hard to market technology to and traditional marketing strategies tend to backfire. These leaders rely on trust above all else. They are far more likely to consider technology recommended by a peer or trusted colleague from personal experience. *The UN has a unique position of trust and influence to advise social leaders about technology solutions.* It can inform the technology community about the real needs of disadvantaged communities. This shouldn't be at the level of endorsing vendor-specific solutions, but instead show the value of different types of information and communication technologies in addressing specific societal needs.

Some of these technologies are likely to be free solutions. While the open source and open content initiatives cannot solve all problems, they do offer an increasingly capable safety net of technology and content. *The UN should take on a role of ensuring that everyone in the world has access to free or nominal cost fundamental solutions.* On the open content side, this would include core literacy, educational (K-12) textbooks and health information. For disabled people, this might mean accessibility solutions that allow standard PCs and cell phones meet their needs. For health issues, it means affordable access to life saving medicines and techniques. Many initiatives for open content and technology are strongly backed by Silicon Valley tech firms. Open source platforms create the foundation for successful commercial services and products.

The UN and Silicon Valley need to expand their dialog to better serve the 90% of humanity that technologists don't serve all that well today. *Both sides need to adapt to the other's style to meet society's larger needs.* The opportunities are tremendous, and the barriers to accomplishing great works get smaller each year.

President, CEO and Founder of Benetech.

A tech entrepreneur and engineer, Jim has been a rocket scientist, founded two of the foremost optical character recognition companies, and developed a successful line of reading machines for the blind. He is now a leading social entrepreneur through his deliberately nonprofit technology company.

Fruchterman has won numerous awards for his work, including the 2006 MacArthur Fellowship and the Skoll Social Entrepreneurship Award in 2004 and 2006. He was named a Schwab Social Entrepreneur of 2003, and has spoken five times at the World Economic Forum in Davos, Switzerland. Fruchterman believes that technology is the ultimate leveler, allowing disadvantaged people achieve more equality in society.

Selected ICTD Activities at Benetech:

- *MARTUS* and *HRDAG*: Data processing and analysis software for Human Rights
- *Bookshare.org* and *Route 66 Literacy*: Literacy solutions for people with visual and physical impairments and learning disabilities

**Executive Coordinator,
Global Alliance for ICT
and Development**

Opening Keynote at
Silicon Valley Challenge
Summit (excerpts)

Prior to this assignment with the GAID, Mr. Khan was the Director for the Office for ECOSOC Support and Coordination of the United Nations Department of Economic and Social Affairs. Mr. Khan directed the preparation of the Ministerial meeting of the Economic and Social Council on ICT for development and has been responsible for its follow-up and the establishment of the United Nations Information and Communication Technology Task Force.

Prior to joining the United Nations, Mr. Khan was the Director for the Economic Coordination in the Ministry for Foreign Affairs of Pakistan, and served in embassies in Morocco, Brussels and The Hague.

Mr. Khan has a Masters degree in economics, and a post-graduate diploma in International Economic Relations from the institute for Social Studies, The Hague.

SARBULAND KHAN

At the dawn of the Twenty-first century, we live in a new globalized, digital world. Silicon Valley has been a pioneer of the Revolution, driving extraordinary innovation during the 90s. *Yet, billions have never even laid eyes on your products.* This global digital age, while real, has touched only a fraction of the world's people, so far. [...]

At the heart of business is the creation of wealth and, without wealth creation, we cannot ensure the welfare of the people and reduce poverty. But the central question in this digital age of globalization is: Can business, by focusing on wealth creation alone, ensure the welfare of the people and lead to the broader development of society? Recent historic experience in Asia and Latin America has shown that endemic poverty often defies the market. *That is why a major part of the answer to the ills of globalization lies in "Better Business" practices and models.* . . This means "socially and environmentally responsible business" that not only helps to generate wealth but also results in the spread of its benefits into the society at large and does so in a manner that safeguards the environment and natural resources for future generations. These may seem onerous responsibilities, but today's business leaders have come to recognize that businesses cannot flourish for long in failed, unstable or inequitable societies and in a degraded environment. As a result, better business practices are widespread and growing, and we applaud these efforts. [...]

While some like to denigrate multilateral institutions as "bloated bureaucracies", it is difficult to imagine how our complex, modern and interconnected world could fight threats of global epidemics, . . . without the expertise and global reach of WHO and its networks, nor could we eliminate polio, fight malaria, tuberculosis and cholera or bring dehydration therapy to children around the world without the on-the-ground presence of UNICEF and WHO in Africa, Asia and the Middle East. At a more quotidian level, the world's infrastructure of air and maritime transport, telecommunications and broadcasting runs on rules worked out in United Nations agencies. *But, beyond these traditional functions, the United Nations is ready and open to innovative methods for exploring new avenues of cooperation with the private sector.* The Global Compact, the Global Fund on HIV/AIDS, and now, the Global Alliance for ICT and Development are some of the manifestations of this new partnership approach. [...]

What does this mean to you, the industry, universities and think-tanks of the Silicon Valley? GAID is the broadest point at which stakeholders interested in ICT4D meets the United Nations. It is an intermediary, a go-between, if you will, to link the world of the United Nations with the business, academic worlds. It aspires to leverage donor and United Nations funds through a market approach that will allow us to break free of perpetual cycles of unsustainable pilot projects. The Alliance hopes to match unmet needs with solutions, and in a way that is beneficial to consumers and business alike. The Alliance can help business find new opportunities and encourages the redefinition of how business is done. [...]

DJORDJIJA PETKOSKI

The adoption of modern technology can be a key driver for economic and social growth in transitional and developing countries. The nature and scale of development issues involving ICT require effective partnerships and solutions that involve different sectors of society. These interconnected and systemic issues are best looked at in a multisectoral setting, *This perspective should support collaborative solutions with a deliberate experimental feature—learning from tinkering—which represents a challenge to the traditional motivational, organizational, and accountability mechanism long established for different sectors of society, particularly in the private sector.*

In spite of differences, multi-lateral organizations (MLOs) and Silicon Valley institutions have significant areas of common ground to build upon to better harness ICT for development. MLOs are becoming more aware that development will not be successful without the full engagement of the private sector. With its ongoing need for new markets, the private sector appreciates the potential for market creation and development that MLOs can bring. At the same time, it is important in the private sector for there to be a policy environment which is business friendly so that growth can occur. Silicon Valley institutions know that ICT can have multiple impacts, for example mobile phones bring not only personal communication, but access to market information.

MLOs believe that ICT is an enabler for economic and social development, and that they can work together with private institutions to promote ICT for development in many ways. *While MLOs bring expertise, the private sector brings a drive for innovation and experimentation.* The unique contribution which MLOs like the World Bank can bring is the ability to build capacity for multi-stakeholder partnerships. MLOs build capacity for ICT for development in two areas; within MLOs and private institutions to work as partners, and directly with the poor, who are the future consumers and work force.

There is an urgent need for capacity development in multi-stakeholder partnerships, as multisector technology collaborations are not easy to initiate, manage or sustain. RiOS and the BCD team at the World Bank work closely with the private sector- both local companies in developing countries and multinational firms-to strengthen capacity to engage in partnerships. They also support capacity development of other stakeholders to enable them to take full advantage of what the private sector can offer.

The main obstacle to building these partnerships is learning how to effectively work together. The newly emerging paradigm of partnerships reveals that MLOs need to be included in the partnership equation, along with public and private institutions, civil society and the local community. New ground can be reached through multi-stakeholder partnerships, such as how ICT can contribute to the promotion of transparency and combat corruption. This is a focus area of many multi-lateral development organizations, including the World Bank Group.

Lead Specialist and Head of Business, Competitiveness and Development (BCD) Team, World Bank Institute.

Since joining the World Bank in 1992, Mr. Petkoski has focused on privatization and restructuring, corporate governance, corporate responsibility, anti-corruption, and leadership and values, with work experience in the Former Soviet Union, Eastern Europe, Asia and Africa. He has published extensively on issues of strategic management of complex technical, economic and social systems. He co-teaches a course on Corporate Responsibility and Ethics at Wharton Bus School.

A Macedonian national, Mr. Petkoski received his Master's degree in Public Administration at Kennedy School of Governance, Harvard University, Ph.D. in Economics at the University of Zagreb, and Ph.D. in Electrical Engineering at the University of Belgrade.

Selected BCD ICTD Work:

- Global e-Conference on ICT for Economic Development (with RiOS Institute)
- Enhance ICT Competitiveness of Bosnia-Herzegovina

III Examples of ICTD Initiatives in Silicon Valley

There are many ICTD initiatives under way in Silicon Valley. Below are a few examples, drawn from the different sectors represented in this publication: corporations, foundations, nonprofit organizations, social enterprises and universities. These examples have been selected because of their potential relevancy to respective GAID flagship partnership initiatives, focus areas and advocacy themes, as listed in the parenthesis following the program description.

<http://udcnigernia.com>

University DigiCenters (UDC) + Stanford University

Nam Mokwunye, Founder of UDC and a 2007 fellow at Stanford University's Reuters Digital Visions Program, in partnership with Cisco Systems and Nigeria's e-government program, is developing a broadband wireless network initiative to connect 100 Nigerian universities. (Better Connectivity with Broadband to Africa).

www.anudip.org

Anudip Foundation for Social Welfare

Supported by the American India Foundation, Anudip is building a chain of rural LINKAGE training centers. These will develop IT skilled professionals and entrepreneurs, in order to create improved livelihoods for the unemployed and marginalized poor in India. Anudip is the brainchild of Dipak Basu, a Silicon Valley based high-tech executive. (telecenters 2.0)

www.drishtee.com

Drishtee + Global Social Benefit Incubator

<http://www.scu.edu/gsb/>

Drishtee has developed a franchise and partnership model that allows villagers to operate a self-sustaining kiosk, which provides access to information, helps in the filing of government licenses and education programs. Drishtee is operating over 1000 kiosks in six Indian states, and, with the help of the Global Social Benefit Incubator, a two-week residential program at Santa Clara University that enables technology entrepreneurs to scale their endeavors, aims to reach out to 10,000 villages. (telecenters 2.0)

www.mot.berkeley.edu

Bridging the Divide International Research Program, UC Berkeley Management of Technology (MOT) Program + UNIDO

In partnership with UNIDO, MOT is supporting cross-disciplinary teams of UC Berkeley graduate students to spend several weeks abroad to conduct primary and secondary research on a technology application to problems of developing regions. Previous fellows have studied alternative energy sources, medical applications and water purification systems. These fellows would be uniquely suited to become members of the Cyber Development Corps. (Cyber Development Corps)

Equal Access + UNICEF

www.equalaccess.org

In Afghanistan, Equal Access, in partnership with UNICEF, uses satellite radio to provide distance learning training for teachers in remote areas, who often have only basic schooling and are unable to travel to formal trainings. (Education)

Intel Research Berkeley Lab + Technology and Infrastructures for Emerging Regions (TIER), UC Berkeley

<http://www.intel-research.net/berkeley/>

Researchers at the Intel Research lab and UC Berkeley students have developed a new technology for low-cost rural connectivity using Wi-Fi that allows eye specialists at the Aravind Eye Hospital in the Indian state of Tamil Nadu to interview and examine patients in five remote clinics using high-quality video conferencing. (Health)

www.tier.cs.berkeley.edu

HP Microenterprise Acceleration Program (MAP)

<http://www.hp.com/e-inclusion/en/project/map/index.html>

HP provides contributions of equipment, funding, services, and support to microenterprise service providers in 12 countries. This is combined with an innovative, experiential-based training curriculum that helps entrepreneurs learn valuable ICT skills while applying technology to solve business problems. (Entrepreneurship)

Talkfree

www.talkfree.com

Talkfree supports small business development by enabling entrepreneurs to resell voice services over the internet (VoIP). Relatively low start-up costs and innovative financial plans make Talkfree's services accessible to micro-entrepreneurs in the Middle East, Africa, Latin America and Asia. (Entrepreneurship)

AbleLink + Swanson Foundation + Tech Awards

www.ablelink.com

AbleLink works to assist people with cognitive and intellectual disabilities to access computer technology and improve their lives. The organization's founder received the 2006 Katherine M. Swanson Equality Award, sponsored by the Swanson Foundation, which was established by Robert Swanson, the co-founder of Genentech. (Inclusive Technologies).

www.techawards.org

50x15, AMD + NEPAD e-school program

www.50x15.amd.com

AMD's 50x15 initiative is working with the New Partnership for African Development (NEPAD) and other partners to ultimately equip all African schools with ICT tools. Over 100 secondary schools have been connected in Uganda, with expansion planned in 5 more countries. (Free Access for all schools to the net)

V Recommendations

Ingredients to Success

To be successful, GAID should:

- Establish clear guiding principles to ensure its inclusiveness, standards and evaluations
- Balance its mandate to raise awareness and influence policy (rather than carrying out projects on the ground), with the potential of becoming a talk-shop only
- Maintain its independence from its main funders (governments, large corporations), in order to keep its legitimacy, especially in developing countries and with civil society groups
- Avoid duplicating already existing ICTD efforts

Next Steps

To establish a good working relationship, Silicon Valley and GAID should:

- Start face-to-face conversations to establish trust
- Launch and publicize one or two specific pilot projects with clear deliverables and report back, to establish legitimacy, erase misunderstandings and inspire future actions
- Carefully identify and confirm common ground
- Keep mutual expectations realistic
- Respect and adapt to each others styles
- Elicit personal and institutional commitments, from headquarters to field staff, to ensure continuity

Future Activities

Possible future roles for the GAID include:

- Connect, collect and disseminate best practices
- Establish common measurement criteria, benchmarks and reporting mechanisms
- Coordinate country-specific projects and facilitate cross-regional coordination
- Inform Silicon Valley and other partners about the real needs of the poor, to help them design appropriate products and services
- Use its local programs to provide pilot testing platforms upon which corporations commit themselves to scale working solution
- Communicate to the poor and social leaders to values of ICT



About the Global Alliance for ICT and Development (GAID)

The GAID was established in March 2006 by the United Nations Secretary-General as an open, inclusive and multi-stakeholder forum that brings together governments, international organizations, civil society, the private sector, media and other stakeholders to better harness ICT for advancing development. It aims to catalyze multi-stakeholder action oriented partnerships; inform policy makers about the need for ICT; facilitate the identification of technological solutions for specific development needs and goals, and promote the creation of an enabling environment and innovative business models for pro-poor investment, innovation and entrepreneurship and growth.

For more information, visit www.un-gaid.org

About RiOS Institute



RiOS INSTITUTE (Research and Innovation for Organizations and Societies) applies design innovation and social science methodologies to better harness ICT for the fulfillment of the UN Millennium Development Goals. Our work catalyzes action by bringing together diverse groups of innovators and decision makers and provides them with a feedback loop on what really works. RiOS has been a partner of the GAID since November 2006.

For more information, visit www.riosinstitute.org