



## A Better World is Possible: An Invitation to Believe and Make It Happen

### Executive Summary

Report for Post-Workshop (Rome) Development of the  
Global e-Inclusion Movement (GeM)

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# **EXECUTIVE SUMMARY**

## **A Better World is Possible:**

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#### **1 Introduction**

On 11-12 December 2002, in Rome, a workshop on e-inclusion brought together representatives of “senior” and “youth” multiplier organisations working to help reduce the digital divide between “the have” and “the have-not” areas of the world. The purpose was to search, encourage and help exploit the synergies potentially existing between the aims, activities and targets of diverse e inclusion organisations. The purpose of this report is to build on these foundations and systematize a series of programmatic spaces for action as well as possible governance for the future evolution of the global e-inclusion movement (GeM). GeM is understood as:

“a boundless, free flowing association of people sharing and pursuing in myriad ways the realisation of a common dream. It is an action-space for leadership, creativity, innovation, emulation, cooperation, competition, fulfilment and disappointments in pursuit of change. It may be partly coordinated or simply loosely associated through mechanisms for sharing and learning about different experiences. The bond – whatever its manifestation- is simply the shared dream and the desire to do something about it.” A movement may be more publicly associated with some individuals over others (very much depending on media image making). It can even develop formal coordination structures but, critically, its real leadership is distributed among the people who are truly dreaming, energizing and leading, socially-responsible innovation and change for the benefit of all people and the planet.

*The ultimate goal is to contribute decisively to the reduction of poverty by half by year 2015! And to eradicate it by year 2030! while advancing towards the “knowledge society for all,” a society in which democracy, cultural diversity and achievement, transparency, inclusiveness, justice, peace constitute the driving force of human development.*

The participants of the Rome Workshop recommended the following broad governance guidelines to be implemented by the movement:

- ☒ Maintain focus on people at the grass-root, seeking to serve and add practical value
- ☒ Work on empowerment of individuals of all cultures, without discrimination of any kind and with clear respect for local cultures and diversity
- ☒ Work on local/regional capacity building with early concern for project sustainability
- ☒ Lead by example regarding changes and solutions proposed to others (e.g., social responsibility)
- ☒ Implement transparency, accountability and e-democracy
- ☒ Implement distributed leadership guided and measured (primarily) by effective and positive grass-root change (e.g., what proportion of what we do has an impact on the ground? What is the extent of this impact?)
- ☒ Avoid re-inventing the wheel
- ☒ Dream big, implement pragmatically

## e-Inclusion Action Spaces (eAS)

During the workshop, many areas of e-inclusion activity and mechanisms were identified by both: “youth” and “senior” participants. Table 1 lists those of a generic nature, while Table 2 lists those with a more specific direction.

**Table 2. Generic Activities and Instruments to Be Used by GeM**

- ?? collaboration between existing projects and support to projects through funds, resources, knowledge, campaigns, know-how, challenges, visibility etc.
- ?? concrete movement-led grass-root projects, including grants for new initiatives, new North-South partnerships between our organizations, local content and access initiatives
- ?? organization of events e.g., awards to highlight achievements, digital divide day to show a concerted effort
- ?? provision of content, publications, and dissemination of results, informing on initiatives of others
- ?? work on research and analysis, knowledge sharing and training

**Table 3. Specific Areas of GeM Activity Recommended by the Rome Workshop (2002)**

- ?? *Ecological recycling of equipment* from richer to poorer areas of the world, involving high quality equipment and necessary services such as training and maintenance. Also *Internet localization*
- ?? Work on *organizational twinning* for e-inclusion
- ?? Work on *business relations* for e-inclusion
- ?? Work on a *learning environment on innovation and entrepreneurship for social responsibility*
- ?? Work on *e-volunteering* for help offline and online (e.g., university network)
- ?? Work on *e-government* worldwide as it concerns e-democracy and e-citizenship for all
- ?? Promotion of *Free/Open Source Software*(FOSS)
- ?? Work to encourage and spread the *synergies of the Challenge Awards* (e.g., inter-linking databases)
- ?? Active engagement with the *World Summit on the Information Society* through results, documents, declarations and resolutions.
- ?? Work on *fund-raising* (e.g., mapping of funding sources, etc). Clicking mechanism and others.
- ?? Work on *culture and intellectuality* for e-Inclusion
- ?? Work on *advocacy, campaigning, lobbying and media visibility* with clear and focused messages (e.g., ICTs for AIDS, Declarations, participation in decision-making related to ICTs for development)
- ?? Work on *specific target areas for e-inclusion* e.g., *ICT for AIDS, ICT for environment, ICT for gender equality, digital opportunities for youth, e-inclusion for indigenous peoples*
- ?? *Workfor youth involvement and training for major accessibility in poorer area of the world*

### **Action Space 1 – Ecological ICT Recycling for e-Inclusion**

This area was well represented in the Rome Workshop and much has already been done by the organizations working on it such as World Computer Exchange, IEarn and others. Many people and organizations give ‘obsolete’ IT equipment. Organizations such as IEarn and World Computer Exchange can help to collect and transport this IT equipment to places where it will again play a useful task. The task for the movement is to support the scaling up and beneficial impact of this activity to the maximum and for the benefit of as many excluded people as possible. This means *collecting, transporting and supporting the effective implementation of the IT equipment in a context of capacity-development (e.g., capacity for adaptation to local conditions, use, maintenance, repair, and training).*

### **Action Space 2 – Twinning for e-Inclusion**

This area was also well represented in the Rome Workshop and much has already been done by the organizations working on it such as IICD’s Global Teenager Project, Digital Partners’ Global Classmate, IEarn, NetAid’s World Schoolhouse, DYC, African Youth Parliament, Student Action India, Global School Online, Childnet and others. So far, it is common for cities and schools to twin i.e., *establish relationships with a spirit of partnership to support and learn from each other through exchange visits and support to specific programmes of action.* This concept has a great potential for global scaling up by, on the one hand, expanding to the maximum of its potential what is happening already, particularly in cities/regions and schools, and on the other, by expanding the concept to other areas of activity such as higher education, health and even business and NGOs (e.g., universities, research centres, associations, hospitals, companies, churches, trade unions, etc.)

### **Action Space 3 – Business Relations for e-Inclusion**

This action space builds on series of actions of importance for e-inclusion that are already being implemented by the private sector. At least two generic lines of action can be distinguished:

*(a) Business knowledge-support and funding by philanthropic entrepreneurs or organizations*

This line of action is implemented by organizations such as Digital Partners (DP) Development Space (DS) and the Global Youth Incubator (GYI) created by the Digital Youth Consortium (DYC) in partnership with the Glocal Forum (GF). *It is focused on supporting business plan and development of e-inclusion grassroot projects in a proactive way.*

*(b) Win-Win e-inclusion value networks*

Opportunities to contribute gainfully to e-inclusion exist in the local and/or international value chains or value networks of every type of organization. Positive results are a matter of the will to find the win-win opportunity and learn to exploit it. Datamation India, for instance, has

built a local value network with significant e-inclusion impact through creation ICT jobs for needy women.

#### **Action Space 4 – Learning environment on e-Inclusion innovation and entrepreneurship**

*This e-inclusion learning space is focused on helping build systematically strategic innovation and entrepreneurship capacities of e-inclusion grassroot projects and, more widely, of all those people in leadership and influential positions in all types of organizations concerned with social responsibility for a better world.* The development of this space concerns primarily to educational, training and mentor institutions working on innovation and entrepreneurship for e-inclusion. Organizations related to the Roma workshop included Santa Clara's CIE, MIT's GSSD, Harvard's Berkman Centre, Stanford's Digital Vision, Edinburgh's Management School, Digital Partners, Development Space, Digital Youth Consortium, and also youth organisations like World Youth Service and Entrepreneurs, International Council for National Youth Policies, AIESEC and ELSA.

The task for organizations in the movement is to systematize, enhance and add to this material with a view to generating an effective e-inclusion action space that effectively help build strategic innovation and entrepreneurship capacities for e-inclusion and social responsibility at all levels but particularly at the grassroot levels.

#### **Action Space 5 – e-Volunteering for e-Inclusion**

e-Volunteering is a great expression of the spirit of the global e-inclusion movement. UNVolunteers, Oxfam International, Action Aid, NetAid were related to the Rome workshop and indeed UNVolunteers were also winners in the Global Junior Challenge. *This e-inclusion volunteer space is focused on joining forces to expand systematically and to the maximum expression the enormous potential of e-volunteering activity.* Inside the overall environment of the global movement, e-volunteering clearly has potential synergies with, for instance, “university twinning” and “environmental ICT recycling.”

#### **Action Space 6 – e-Government for e-Inclusion (e-Citizenship for ALL)**

*This e-government for e-inclusion space is focused on joining forces to work and promote the implementation of e-government to strengthen edemocracy and ecitizenship for all, including transparency, accountability and citizens' participation at all levels of government.* Today e-government is a major area of transformation and thus presents a major opportunity to work at the level of policy, legislation and specific projects that stimulate the participation of not just private-public partnerships (PPPs), but more fully of stakeholders partnerships (i.e. private and public

sectors along with the NGOs, civil society and communities, and including youth organizations such as Oxfam Youth Parliament, European Union Student Council, and other relevant stakeholders.

#### ***Action Space 7 – Free/Open Software for E-Inclusion***

*This e-inclusion space is focused on joining forces to work and promote the development and implementation of free / open source software (FOSS) for e-inclusion. It is closely linked to e-government in that many governments at all levels are implementing, planning or considering adopting FOSS. There is a debate about the technical, cost and security advantages of FOSS against proprietary software. For e-inclusion however it is clear that FOSS is intrinsically more inclusive than proprietary software and has much larger potential for software capacity development and hence employment in developing countries. Many of the organizations present in Rome are working on FOSS and a European project involving three European networks of cities and regions is in the process of creating a FOSS constituency focused on e-government.*

#### ***Action Space 8 – Awards for e-Inclusion (Many Challenges, One Spirit)***

*This “awards for e-inclusion space” is focused on the systematic identification of synergies and collaboration between all Challenges and other awards to enhance the impact of the value delivered to grassroot projects. The Challenges are celebratory moments for the entire movement and in this sense they can benefit greatly from the results of the other “e-inclusion action spaces” in the movement. At the Rome workshop came five Challenges (SCA, GJC, TechMuseum Award, MitraMandal Challenge and UAE Challenge). Others are emerging and interested in joining the movement such as a Baltic Challenge and a Latin American Challenge, both in association with the Stockholm Challenge. Other existing awards such as the Childnet Award have also expressed a wish to join the movement and, recently, a number of youth organizations also present in the Rome workshop have been working together on a Youth Creating Digital Opportunities Challenge to be awarded during WSIS in Geneva, 2003.*

#### ***Action Space 9 - WSIS for e-Inclusion (up to 2005)***

*This “WSIS for e-inclusion space” is focused on the identification and exploitation of synergies between the global e-inclusion movement and the WSIS process with a view to:*

- (a) participating and influencing the information-society agendas of governments and other high-level forums on the information society, and simultaneously

(b) enhancing the opportunities and the impact of the value delivered to grassroot projects through the promotion of appropriate governance and concrete programme of actions.

For the e-inclusion movement the WSIS provides an important forum to present and promote the process and, hopefully, align the movement's concrete programmatic agenda with the eventual resolutions of the Summit. It also represents an opportunity for mobilization, visibility and implementation of concrete actions such as the YCDO Challenge already mentioned in the previous e-inclusion action space.

#### ***Action Space 10 – Fund-raising for e-Inclusion***

*This action space focuses on the identification of sources, preparation of strategies for fund-raising and definition of norms and procedures to ensure transparency, accountability and best value to and from all projects and activities associated to the movement. This action space is open to potential funders who are able and willing to contribute either direct funding or concrete mechanisms that lead to direct funding. It has clear synergies with the “learning for entrepreneurship action space” insofar as the latter should help improve the cost-efficiency and value delivered by e-inclusion projects. An important concept of the fund raising is the clicking mechanism that combines elements of e-advertising with awareness raising and a minimum of daily action (“donation”) for e-inclusion.*

#### ***Action Space – 11 - Culture and Intellectual Work for e-Inclusion***

*The goal of this e-inclusion action space is to create two interrelated spaces -like the left and right sides of the single brain- that together synergize, energize and give visibility to existing and new cultural and intellectual work focused on the information society for all. Artists and intellectuals will be able to draw on each others' concepts and works and give rise to multiple ideas and forms of expression, potentially, inventing, and opening new grounds that will become both:*

- ☒ the visible multi-cultural/intellectual legacy of the movement, a legacy that builds upon respect and enrichment for cultural diversity and identities*
- ☒ the expression of the better society we dream to create from our respective realities.*

This multi-cultural/intellectual work will become the critical consciousness of the movement and its members will be people from everywhere who contribute actively to the development of visionary, philosophical, political and practical thinking for the information society for all.

#### ***Action Space 12 – Advocacy, Campaigning and Lobbying for e-Inclusion***

*This action space cut across all others and can manifest itself through multiple themes, at multiple layers of action and making use of equally multiple means. Thus some advocacy, campaigning and*

lobbying will be at the overall level of the movement, others will be confined to specific e-inclusion action spaces, and even others will be thematic such as ICT for AIDS, etc. It is the role of this action space to lead the definition of focus, strategies and mechanisms to be implemented.

Media is a special case and we should aim for establishing a meaningful relation not just for visibility but also for highlighting aspects and actions that will have a high educational impact about the spirit, results and impact of the programmatic e-inclusion movement.

### ***Action Space 13 – Specific e-Inclusion Actions***

This e-inclusion action space is closely associated to all others in that it suggests possible areas for targeted campaigning and actions by all other action lines. They are also opportunities to link the e-inclusion movement to other movements that are tackling these target areas in a dedicated way.

In the Rome workshop there were organizations dedicated to the following target areas:

~~☒~~e-Inclusion for Indigenous Peoples (Economic Commission for Latin America and Development Gateway)

~~☒~~ICTs for Environment (Development Alternatives and Clean India)

~~☒~~ICTs for AIDS where one of the African projects selected to benefit from the funds raised by the e-inclusionsite.org has carried out pioneering work

~~☒~~ICT for Gender Balance (APC and DYC)

~~☒~~ICT for Youth Involvement (outh organizations are working on the WSIS Youth Caucus)

~~☒~~ICT for Civil and Human Rights and, more generally, freedom, justice and peace.

~~☒~~Increase School Connectivity throughout the World from its present level of 5% of schools

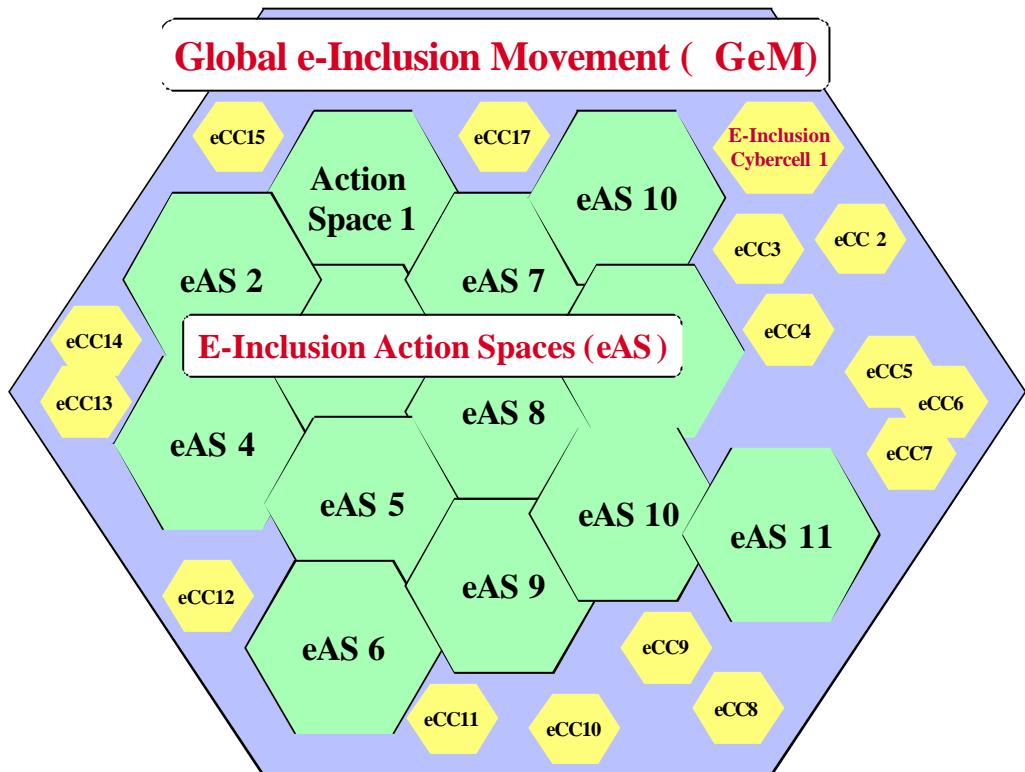
### ***Action Space 14 – Movement's Solidarity for e-Inclusion***

This action space is intended for valuable grassroot e-inclusion projects that for reasons beyond the responsibility and control of the leadership find themselves in a crisis that threatens their survival, with consequent loss of important resources/services for people from poor areas of the world. of projects in poor areas of the world. Times of crisis tend to be very lonely for project's leaders and the simple possibility of sharing the burden might be of help and, even better, if this leads to the identification of concrete support that may see the project through the crisis with consequent gains for people on the ground. It must be underscore however that this space is not for projects that may be failing due to irresponsibility, incompetence or financial mis-management.

## Reflections on Workable Organization for the Global e-Inclusion Movement

The inescapable pre-condition for making a reality of GeM is the *firm belief and motivation* that by working together, exploiting for everybody the opportunities of the new technology, we can bring about change - something not easy in a world where most of the population feels disempowered. But without this belief how can we experiment and face failures with the will and perseverance to learn, to share and start again until success? Everything written below is a start to the process of giving operational reality to the movement. Nothing is set and we must all participate, propose, and think boldly about a GeM's flexible and inclusive working structure that maintains a strong focus on: *people, empowerment, transparency, accountability and e-democracy; distributed leadership; not re-inventing the wheel; dreaming big and implementing pragmatically.*

Figure 1 gives an idea of the multiple organizational dimensions of the global e-inclusion movement and helps to begin to conceptualize a workable structure, governance and, above all, starting process that is completely flexible through the fundamental concepts of “e-inclusion cybercell” (eCC), “e-inclusion project” (eIP) and “e-inclusion action space” (eAS).



**Figure 1. Multi-dimensional Organizational View of Global e-Inclusion Movement (GeM)**

For the sake of simplicity the GeM diagram of Figure 1 contains 4 levels only:

- ?? Cybercells, the fundamental organizational unit of the movement, made up of social (e.g., people, groups, organizations, etc.) and technical constituents (e.g., computers, infrastructure, etc.) Cybercells emerge to explore, define and potentially consolidate a partnership or alliance around a desired e-inclusion target or objective and thus potentially leading to an e-Inclusion Project or (eIP) even an e-Inclusion Action Space (eAS). Cybercells are free to have any form, size, geographical spread, and any type of supporters, etc., depending on factors such as existing trust, shared visions, commitment, complementary resources among the members, etc. The paper distinguishes different types of cybercells in the process leading to eIP or eAS.
- ?? e-Inclusion Projects (eIPs), alliances or partnerships with well-defined e-inclusion objectives, organization and work-programmes either operational or proposal stage under negotiation, and including all types of supporters. It is a cybercell that has reached definition and consolidation into a formal workprogramme with defined or allocated resources and targets to be reached within a specific period of time. At this eIP level, this document is neither descriptive nor prescriptive of any specific form of organization. According with the principle of *distributed leadership*, this is primarily the terrain of the acting organizations and ultimately the people who give life to, and work in, the project.
- ?? e-Inclusion Action Spaces (eAS), made up of a set of e-inclusion projects (eIPs) (unless an original project is just opening space in which case the eIP coincides with the eAS) working together in a common large-scale targeted programme of work, including relevant e-inclusion ceybercells and all types of supporters. An eAS can legitimately be seen as an e-inclusion movement with an specialized focus and the ultimate target is to give rise to a multiplicity of them. Organizationally, it is worth noting that the workprogramme of an action space does not require that all constituent e-inclusion projects and cybercells should be strongly inter-linked. In fact, eIPs and eCCs can be closely or loosely associated and they can cluster into sub-programmes within a larger programme. The key to building an eAS is to align existing projects and actions, and here it is critical to keep in mind that different *geographical and thematic spaces and time* allow for a great deal of flexibility, even competition, in the alignment of potential organizational players.
- ?? Global e-Inclusion Movement (GeM), made up of all e-Inclusion Action Spaces focused on specific large-scale programmatic actions and including all e-inclusion projects, e-inclusion cybercells as well as all types of supporters. It is the broadest level and much of its governance is actually the accumulated projection of the governance of e-Inclusion Action

Spaces just discussed. As such *distributed leadership, transparency, accountability, empowerment and e-democracy* remain the essential guidelines of a flexible and efficient organizational form. All those peoples who are leading actions and initiatives that construct the movement and its spirit in any part of the world are the leaders of the movement and can speak for it, of course without committing the name and reputation of any other organization without prior agreement with these organizations.

## **Reflections on Governance Aspects of the Global e-Inclusion Movement**

The emergence and development of the e-inclusion movement has a fundamentally democratic nature and governance because, if it is to succeed, it will be on the basis of shared vision, motivation, and commitment to work together for a better world. Thus *democratic consensus* should be the main means of decision making at all levels, including both: (1) agreeing to delegate the decision-making power to one party, or (2) agreeing to disagree – something that will be reflected in different projects or sub-programmes within action spaces and movement.

### ***e-Democracy and Empowerment at GeM and eAS Levels***

Some decisions will have direct implications for all members of the movement. For instance, a decision-making concerning the entire movement could be the selection of a movement's global event in case of competing alternatives. In this case, I suggest that the alternatives should be presented to the movement for an e-debate and e-consultation during a limited period and *consensus should be sought on the basis of (1) what is best for the growth of the movement and its impact on the grassroots., and (2) what is best for the ensured programmatic and logistic success of the event.* If consensus is not reached within this period, then we have to experiment with e-democracy. For instance, a final decision may be reached via majority e-vote by all GeM's members or, possibly, by *an international group of trusted individuals* coming from all continents (these individuals should have high reputation for their wisdom, ethics and commitment to a better world). At the level of eAS the decision-making situation is rather similar to that of the GeM. level and similar mechanisms should apply in terms of e-democracy experimentation.

The idea of forming committees or secretariats to lead the movement was raised in the Rome workshop and it is certainly a possibility for the eAS and GeM. I believe however that this may weaken the principle of distributed leadership at least in the initial take-off phase, since people may then tend to discharge the responsibility and constituency-building effort on the people in the Committees or Secretariats. There is also the risk that the effective *de facto* leadership is not

recognised through presence in a formally elected Committee. In this respect, we should keep in mind that a *transparent work ethics and merit* should always be the foundation of leadership at all levels, whether formal or *de facto*. This however does not mean that there should be no allocated responsibilities for actions, targets and communication with the movement. Consequently every organization involved in an specific eAS should appoint a person to act as the responsible interface with such eAS and more generally with the movement.

### ***Stimulating Balanced Empowerment in the Development of GeM***

A major issue in empowerment is to seek to foster *inclusiveness of stakeholder-groups' representation* in the distributed leadership of all eASs, particularly of youth, women, disabled and from different cultural regions of the world. The flexible multi-dimensional structure of the movement enables us to respond effectively to this important challenge. There is one condition however and this is to have always present in our minds and actions that the poor and excluded peoples of the world are truly the ultimate focus of the movement.

The practical consequence for GeM is clear, we should all strive to bring generational, gender, disability and cultural ("*gendiscul*") presence from cybercell to GeM. Of course, the extent and the way this is done are a matter for local decisions, particularly, at the level of cybercells and e-inclusion projects where matters of expertise and effectiveness count heavily. Finally, it is possible to envisage that from the total combination of cybercells and eIPs, the leadership and membership of an specific eAS might well reach e-inclusion "*gendiscul*" balance and, for the same reason, this should also be true for the leadership and membership of the movement.

### **The Web Presence of the Global e-Inclusion Movement**

The movement will have a multi-level website presence following the dimensions of e-inclusion cybercell (eCC), e-inclusion project (eIP), e-inclusion action space (eAS) and global e-inclusion movement (GeM). Individual and organizational members of the movement are free to create and innovate web actions that advance the movement and help spread widely its noble spirit. Indeed, this is valid for any action either web-based or not. Establishment of linkages and interactions in all directions are encouraged since they increase the movement's "connectivity density" with the result that web visitors will be able to access the movement's "cyberspace" from a huge variety of places.

In terms of responsibility, it should be clear that at *cybercell* and *project level*, website creation, place, image, functionality, running, and servicing are the complete responsibility of the

organizations involved in the eCC or eIP. At *e-inclusion action space* level the website creation, place, image, functionality, running, and servicing should ideally be the responsibility of the organizations that are the acknowledged pioneers and leaders in the area. At GeM level, the website image, functionality, running, and servicing will be the responsibility of the [www.e-inclusionsite.org](http://www.e-inclusionsite.org) which will be transformed to reflect the requirements of the new state of development of the process of movement building.

All members of the movement must be open to experiment and believe that in time and as long as we maintain the focus on the poor and excluded people of the world, we are bound to succeed. Take note that this challenge is small as compared with the challenge we have to take the benefits of the movement to all the people left out at the moment!

### **Real-time Evaluation Methodology as Learning Factor in the Evolution of GeM**

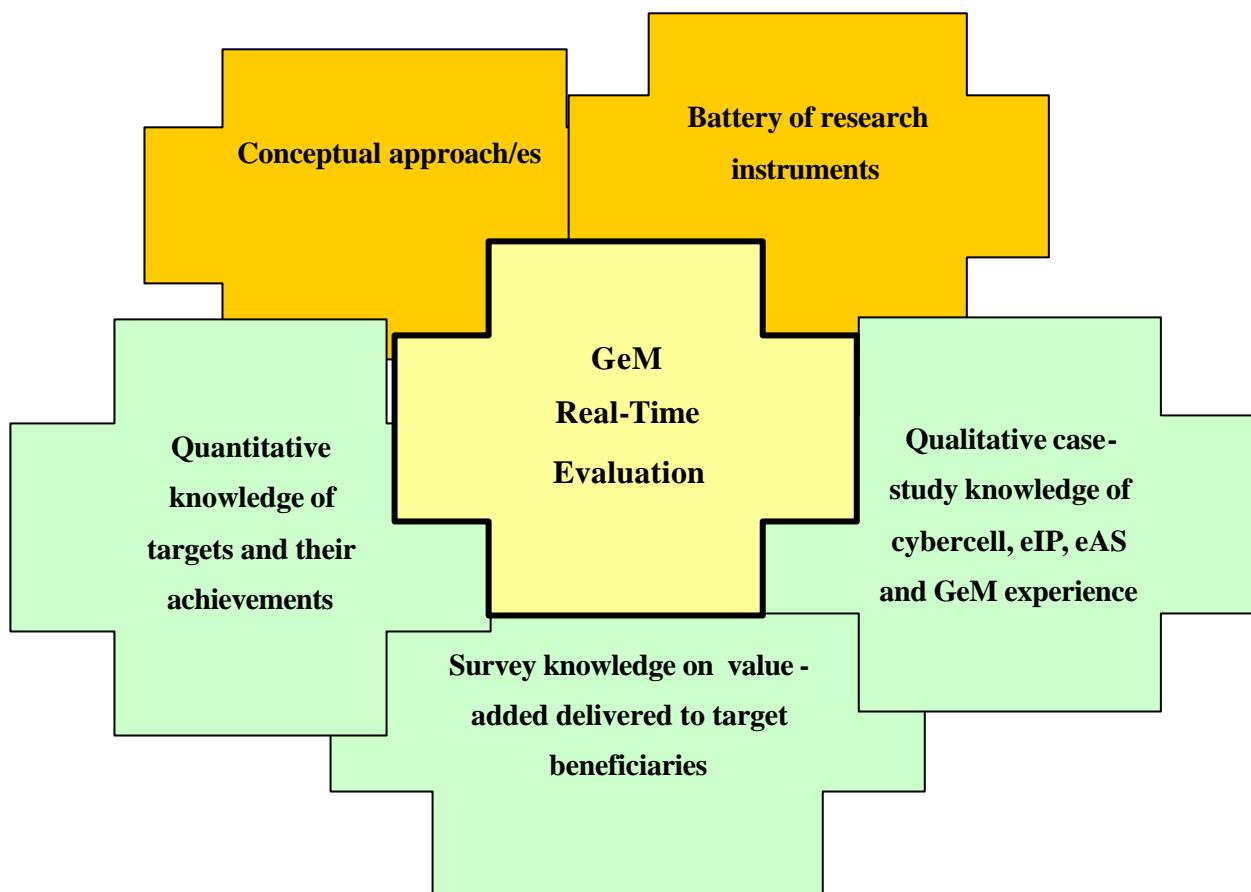
One of the problems that has undermined the credibility of worthwhile efforts to tackle poverty and exclusion over the years has been the lack of evaluation and measures that can show:

- ☒ how they have helped to make a difference in relation to the situation at the start and, hence the value delivered to communities and people on the ground;
- ☒ the evolution of the initiatives through longitudinal assessment that provides a periodical view of their progress and hence a possibility of learning and improving in real time

In a movement that aims to make a significant long-term contribution to a better world this must improve for a variety of strong reasons: accountability, transparency, codification of effective-practices, learning together and, ultimately, to deliver better value to communities and people. We need a real-time evaluation designed to contribute to the development of GeM, by making explicit achievements, difficulties, challenges and weaknesses, and with the findings and lessons periodically fed back into the evolving constituency-building processes of cybercells, eIPs, eAS and ultimately GeM. Such an evaluation would go beyond examining achievements against common quantitative committed targets. It would seek to reveal the deeper qualitative developments of human networks and range of different values added by the initiatives to organizations, communities and individuals that are the intended beneficiary targets. This is what a longitudinal, process-oriented, real-time evaluation methodology should be able to tackle, particularly, by capturing the dynamics of the sociotechnical processes involved in the grassroot experiences.

A real time evaluation should at least integrate the five major complementary ingredients illustrated in the ‘methodological jigsaw’ of Figure 2.

- ❖ Conceptual approach/es to make sense of the complexities and multiple elements involved in the constituency-building processes of cybercell, eIP, eAS and GeM.
- ❖ Generation of quantitative knowledge on the evolution of cybercells, eIPs, eAS and GeM from the point of view of committed quantitative targets and their achievement.
- ❖ Generation of survey knowledge on the evolution of the value-added delivered by cybercells, eIPs, eAS and GeM, with reference to their qualitative and quantitative objectives as perceived and judged directly by key target beneficiaries and other stakeholders.
- ❖ Qualitative case-study knowledge of ways (including lessons and challenges) in which cybercells, eIPs, eAS and ultimately GeM are making or not a difference in the reality they are intending to influence and change.
- ❖ Battery of research tools combining review of secondary literature and archival data, survey questionnaire, semi-structured interview guides, and elements of participant observation.



**Figure 2. Ingredients of Real-time Evaluation of GeM at All Levels**

The combined application on these five real-time evaluation ingredients would generate a rich picture of the evolution of GeM, its achievements, limitations, and lessons of practical value for both GeM and other possible similar movements.

### **Next Steps to Implement to Advance the GeM from Now to WSIS Geneva (December 2003)**

The pre-condition for starting the process of movement-building is in one word found in the title of this paper: believing. Assuming that this exist, we should then be aware that it is in the nature of all large-scale, multi-actions long-term processes that the start and development of the entire front of actions tends to proceed at different speeds and even in a patchy way. Ultimately, much of it depends on the emergence of the distributed leadership of the movement, their commitment, perseverance, creativity and genuine will to work together for a better future for all.

The Rome workshop was strategically targeted to “multiplier” organizations and was limited by resources. Now with an initial programmatic framework available, we can proceed to an expansion by beginning to invite not only similar type of stakeholders but others as well, for instance, foundations, companies, governments, projects, civil society, etc. working for an e-inclusion. This process should be organic, however, in line with the Global e-Inclusion Movement framework an ingredients. It should also have clear targets to be reached within a meaningful period of time.

I propose that the World Summit on the Information Society (WSIS) to take place in Geneva in December 2003 offers a “natural” opportunity and date for GeM to complete its “conception” phase by generating both: (1) a sizeable active constituency organized into cybercells, eIPs and eASs, and (2) an attractive and realistic programme of work and targets at all levels of cybercell, eIP, eAS and GeM and, ideally covering all e-inclusion action spaces.

This GeM’s workprogramme could then be made public at WSIS Geneva to benefit from the concentrated governmental, international, NGO, civil society presence as well as from the wide media attention that the event is expected to generate on the area of e-inclusion. Of course, we would invite everybody to work with the movement for the achievement of an information society for all, making it clear that we truly mean it and are working for it.

If we accept this WSIS target, then we have roughly 9 months to work from about end-March, with March left for comments and feedback on this document. The 8 months could in turn be divided into two phases with the first phase (1<sup>st</sup> April to 31<sup>st</sup> July 2003) starting the systematic work of populating the movement’s e-inclusion action spaces and leading to setting up credible eAS

constituencies with initial frameworks and workprogrammes. The second phase (1<sup>st</sup> August to 1<sup>st</sup> December 2003) would deepen this development and would finalize the GeM workprogrammes to be launched publicly during WSIS Geneva. In order to succeed, I think the following activities should be implemented during the first phase until end of July 2003:

- ☒ *Opening of a series of provisional web-interaction spaces at the [www.e-inclusionsite.org](http://www.e-inclusionsite.org) and/or any appropriate site* with a view to facilitating the formation of cybercells or the nomination of existing projects for all available e-inclusion action spaces.
- ☒ *Begin populating the movement with existing and/or new cybercells, eIPs, and eAS.* There are many projects and probably some action spaces that could already begin to fill the available action spaces or even opening new ones. In particular, the creation of new cybercells and eventually eIPs and eASs that lead to exploitation of synergies and consequently to clear GeM's added value for e-inclusion experiences is most critical. Indeed I propose much of this period up to WSIS Geneva (and even later) should aim to add value through synergies identification and exploitation. I therefore invite you to take the lead now, thus making a reality of GeM's concept of distributed leadership.
- ☒ *Call for and collect manifestations of interest by organizations that wish to play an active role in the available e-action spaces,* with their expectations and potential contributions. In parallel, start database of donors, receptors, and other relevant stakeholders in all eASs.
- ☒ *Opening of interactive web spaces to stimulate and moderate the initial definition of eAS's frameworks and workprogrammes primarily focused on synergy identification and exploitation,* and therefore starting from existing elements, processes and players.
- ☒ *Completion (end-July) of initial frameworks and workprogrammes containing first definitions of targets with estimated timelines, funding needs and potential funding sources.*

Following the end of the first phase, the following activities should be implemented during the phase leading to WSIS Geneva in December 2003:

- ☒ *Deepening of all activities started during the first phase, leading to a stronger constituency and to a new version of the [www.e-inclusionsite.org](http://www.e-inclusionsite.org) for GeM.*
- ☒ *Completion of final GeM document to be launched at WSIS Geneva and containing 5-year evolutionary eASs' work-programmes and targets that show clear exploitation of synergies among e-inclusion action spaces.* In short, a document that we can proudly and confidently promote for support and implementation to all necessary organizations.

☒ Completion of preparations for public launch of GeM workprogramme, including press releases and wide promotion to all WSIS participants.

☒ Kick off of promotional campaign to governments and high-level forums in order to encourage the adoption of the GeM's programme both individually and as WSIS resolution.

In addition to these proposal for action that are valid for all eASs, it is important to name a number of actions that also require implementation during the period leading to Geneva.

☒ *Action Space 3 (Business Relations)* – Consider starting a web's *e-inclusion 'mentor' space* made up of all those "business-relation" experiences that are willing to share their business/operational models and answer questions.

☒ *Action 8 (Challenges)* – Lending support to the Youth Challenge for WSIS, the Stockholm Challenge and the other challenges already open for entries.

☒ *Action 10 (Fund-raising)* – Immediate implementation of weekly "clicking days" engaging the entire movement and all the networks of every organization ("youth" and "senior") to clear the "debt" we have with our current sponsors and be able to raise further funding for project in poor areas of the world. Tuesday of every week will be a "clicking day" with the first "clicking day" starting on Tuesday 11<sup>th</sup> of March 2003.

☒ *Action Space 11 (Culture and Intellectuality)* – Supporting the Youth Arts Expo for WSIS and begin collecting proposals of names from all continents for the scientific committee.

☒ *Action Space 13 (Specific e-Inclusion action Spaces)* - Working with eAS 12 (i.e. advocacy, campaigning) to generate an initial definition of movement's campaigning themes.

☒ *Action Space 14 (Solidarity with Projects in Crisis)* – Begin putting in place accreditation mechanism, maybe a small GeM's panel of people with access to information on the ground.

Clearly there is plenty of good work to do. This however should not be a reason for a weakening of the will in front of the historical endeavour. It is crucial that a large, visible, global e-inclusion leadership emerges and is able to communicate to the world a recognizable common message focused on people and the elimination of exclusion and poverty from the emerging knowledge society. This should become the strong, loud "voice" of the movement, a "voice" fundamentally focused on the grassroot and for the grassroot. This should be the base of the movement's authority and of its eventual success in this crossroad 21<sup>st</sup> century.

*Rome, 2<sup>nd</sup> March 2003*