

A Study of the UN Working Group on Internet Governance

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**Internet Governance and Policy
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Multi-Stakeholder Partnerships in Communications
Technology for Development at the Global Policy Level

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“The digital revolution is transforming society. If harnessed effectively, information and communication technologies have the potential to greatly improve our social, economic and cultural lives. They can serve as an engine for development in areas ranging from trade to telemedicine, and from education to environmental protection. They are tools with which to advance the cause of freedom and democracy. And they are vehicles with which to propagate knowledge and understanding.”

UN Secretary-General Kofi Annan (WSIS, 2003, p. 1)

The new millennium brought about rapid and innovative development of information and communication technologies (ICT). Soon, societies realized the potential of ICT to change communication patterns drastically, influencing all spheres of interaction, from economic decision-making to interpersonal communication. The international community soon realized the possibilities of ICT for development, to help build a more just global community, resulting in the organisation of the World Summit on the Information Society (WSIS) in Geneva 2003 and Tunis 2005. During the two phases of the WSIS, critical linkages were explored regarding the role of ICT as an important tool for poverty reduction. The international community agreed that the right enabling environment needed placement for the benefits of ICT in development to materialize.

One critical factor in the use of ICT in development is the participation of multi-stakeholder partnerships (MSPs) both in implementing ICT and in creating an enabling policy environment. Traditionally, MSP case studies have focused on implementation, leaving the policy level without adequate attention. In addition, the study of MSPs in their use of ICT in development at the global policy level has equally been neglected. The purpose of the following case study is to scrutinize empirically a specific MSP at the global policy level through systematically investigating the United Nations Working Group on Internet Governance (WGIG).

Specific Objectives of the Case Study

The overall goal of this case study is to identify best practices and lessons learned in MSP practices at the global policy level through a participatory methodology based on interviews and an online electronic survey. More specifically, the case study aims:

- to provide an in-depth analysis of, and extrapolation of best-practices and lessons learned from MSPs at the global policy level
- to provide a close evaluation of the WGIG process
- to provide a policy analysis of issues critical to the use of ICT in development (i.e., to analyse an enabling environment that facilitates universal and affordable access to the information society through an Internet regime)
- to provide insights into modes of professional interaction and multistakeholder diplomacy
- to test the methodology on MSPs developed by the Overseas Development Institute Partnership Brokering Accreditation Principles
- to strengthen the understanding of multistakeholder processes and their applicability to ICT development through an investigation of the WGIG process.

Background

In order to appreciate the relevance of the following case study, it is necessary to obtain a understanding of the context in which the WGIG emerged and why the role and status of the WGIG was so unique development at the global policy level.

The digital revolution and ICT had a fundamental effect on how people think, act, and function within the socio-economic and cultural dimension of globalization. Due to this overarching force of the digital revolution and the potential to transform whole societies, the International Telecommunication Union (ITU) in 1998 decided to hold the WSIS. The process was soon underway with the first leg of the Summit held in Geneva 2003 and the second in Tunis 2005. A broad consensus emerged where it became clear that ICT had a vast potential to transform individual lives as well as communities and help meet the Millennium Development Goals. Subsequently, and in recognition of this potential, governments, the private sector, and non-governmental organizations took the necessary steps to launch the WSIS process. The outcome of the first phase of the WSIS prompted a historic decision by 175 Head of Governments to deliberately recognize the necessity of an inclusive and participatory multistakeholder process to help tackle the complex phenomena of the Information Society and in particular Internet Governance. Ultimately, the WSIS is “a test of the capacity of the multilateral system to find alternative and innovative ways to integrate a wider range of actors in a long-standing political process, in order to deal more adequately with the challenges raised by the Information Society” (CONGO, 2005). During the WSIS Phase I in Geneva 2003, the objective was clearly defined, to develop a transparent and clear statement and to gather the political will necessary to form the foundations for an inclusive and transparent Information Society for all. Two documents emerged from this Phase: (a) the WSIS Declaration of Principles, including eleven principles for building this desired Information Society for all; and (b) the WSIS Plan of Action, which translated these overall guiding principles into concrete steps for action. At the WSIS phase II (2005 in Tunis), the objective was to assess the Geneva Plan of Action, to elaborate in greater details on its targets for the period of 2005-2015, and to conclude the two pending areas, namely the question on Internet Governance and the Financing Mechanism. The Tunis phase established two working groups to address these remaining issues, namely the Task Force on Financing Mechanisms and the WGIG. The scope of this study will be the latter.

The Geneva Declaration of Principles and the Geneva Plan of Action stipulate that ICT is to be used in development.

The objectives of the Plan of Action are to build an inclusive Information Society; to put the potential of knowledge and ICTs at the service of development; to promote the use of information and knowledge for the achievement of internationally agreed development goals, including those contained in the Millennium Declaration; and to address new challenges of the Information Society, at the national, regional and international levels. Opportunity shall be taken in phase two of the WSIS to evaluate and assess progress made towards bridging the digital divide. (WSIS, 2003, p. 15)

Yet the additional relevance of the WSIS within the context of using ICT in development is not clear. Why is it necessary to focus not only on the implementation, but also at the policy process of development itself? Why should we focus on the global policy level at all when investigating MSPs?

First, this investigation is relevant because it focuses on the *process* at the global agenda setting level, a global policy agenda that has the scaling potential of affecting the lives of the marginalized groups the debate of ICT in development is attempting to capture. To make this

process of formulation more participatory for a broader constituency beyond state-actors addresses the lack of empowerment (i.e., exclusion) and a broad democratic deficit of the poor and marginalized whose voices are not sufficiently represented in global policy processes. Therefore, a truly inclusive (i.e., democratic-representative) global decision-making process has to include the voices of all subjects affected by the decisions. This is precisely why the process of the WSIS and the subsequent WGIG is so innovative, because multi-stakeholder (i.e., representative) participation is not only desired, but necessary to tackle this complex issue.

Second, the relevance of setting up an “enabling environment” to enable the use of ICT in development to reach their potential has been confirmed by the Chennai Statement. As Figure 1 illustrates, in order for ICT to have a significant up-scaling effect and subsequent poverty reduction effect, an enabling environment is vital.

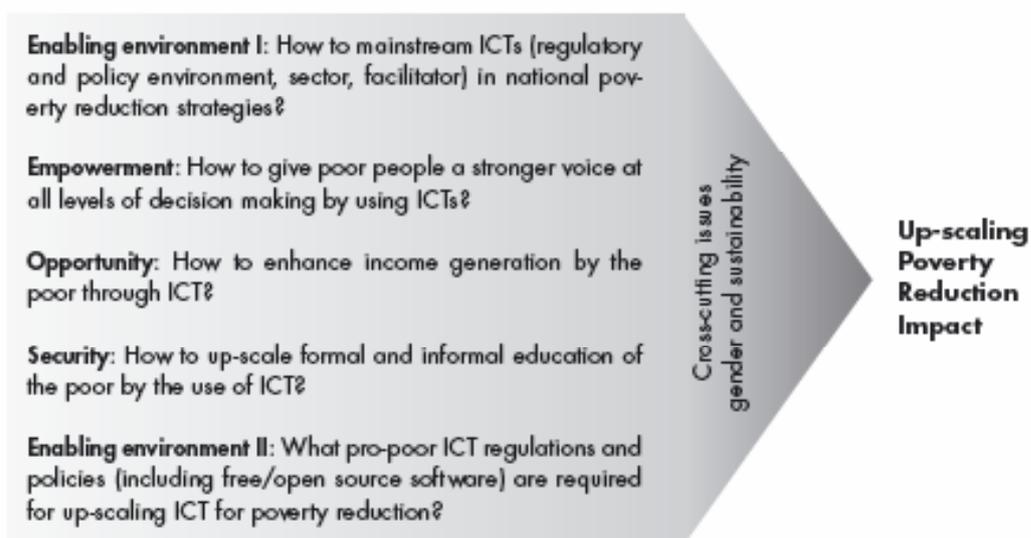


Figure 1: The lead questions of the research framework

Source: Gerster and Zimmermann, 2005

The established working methods of the WGIG can be summarized in two words: inclusion and transparency. In fact, the working methods of the WGIG are just as unique as the mandate provided for its establishment, with a combination of private working sessions and plenary sessions and online consultations. The process stresses transparency to ensure ownership of all stakeholders, and, therefore, the plenary sessions allowed observers to attend (although without the right to speak) and the consultations were open to all stakeholders. In addition, transparency was enhanced through online consultations such as surveys and through the submission of working papers, potentially allowing for additional stakeholder participation, consequent increased input into the WGIG discussions, and, ultimately, an enhanced feeling of ownership.

The WGIG mandate was specified in the WSIS Plan of Action; since the goal of the WGIG was “to maximize the social, economic and environmental benefits of the Information Society, governments need to create a trustworthy, transparent and non-discriminatory legal, regulatory and policy environment.” In support of this mandate, actions include (WSIS, 2003, p. 21):

- 1) “Governments should foster a supportive, transparent, pro-competitive and predictable policy, legal and regulatory framework, which provides the appropriate incentives to investment and community development in the Information Society.
- 2) We ask the Secretary-General of the United Nations to set up a working group on Internet governance, in an open and inclusive process that ensures a mechanism for the full and active participation of governments, the private sector and civil society from both developing and developed countries, involving relevant intergovernmental and international organizations and forums, to investigate and make proposals for action, as appropriate, on +governance of Internet by 2005. The group should inter alia:
 - a) develop a working definition of Internet governance
 - b) identify the public policy issues relevant to Internet governance
 - c) develop common understanding of the respective roles and responsibilities of governments, existing intergovernmental and international organisations and other forums as well the private sector and civil society from both developing and developed countries;
 - d) prepare a report on the results of this activity to be presented for consideration and appropriate action for the second phase of WSIS in Tunis 2005.”

Hence, the novelty within the WGIG consists of the fact that for the first time, non-state actors are an active part of the decision-shaping stages of the multilateral decision-making process. This fact cannot be underlined enough since this truly represents a brave yet necessary approach to derive a more democratic (i.e., inclusive) and consequently sustainable (i.e., since accepted) policy formation and outcome.

According to Kleinwächter (2004), the WSIS and the subsequent WGIG represent a new form of “trilateralism” or “multistakeholderism” that challenges the traditional governance and regulatory frameworks of the global policy processes. For the first time in the history of the UN system and its sponsored world summits, non-state entities became directly involved in the political decision-making process. Hence, this enabled a “new bottom up policy development process” and in the specific context of Internet governance “for the first time governments recognized *expressis verbis* that both private industry and civil society have to play an important role in future Internet Governance” (Kleinwächter, 2005). This emerging schema is illustrated in Table 1 (Kleinwächter, 2004).

Table 1. Governance Models	
Traditional Sovereign State Governments	"Newly emerging" Competent Private Networks
<ul style="list-style-type: none"> - National - Laws and Treaties - Broad Mission - Top Down Decision-Making - Simply Majority - Elections by Majority - Lobbying by Private Industry and Civil Society - Restricted Access and Limited Participation - Mainly Closed - Stability 	<ul style="list-style-type: none"> - Global - Agreements - Limited Mission - Bottom-up Decision-Making - Rough Consensus - Selections by Competence - "Advise by Governments" - Open Access and broad Participation - Mainly Transparent - Flexibility
Regulatory Frameworks	
Hierarchies	Networks
<ul style="list-style-type: none"> - Legal Norms (Binding) - Political Norms (Non-Binding) - Moral Norms (Unwritten Rules) - Technical Norms (Architecture) 	<ul style="list-style-type: none"> - Technical Norms (Architecture, Code, Software) - Moral Norms (Netiquette) - Political Norms (Self-Regulation) - Legal Norms (Governmental Regulation)

Kleinwächter (2004) concludes that any structure governing the Internet should have a number of characteristics subsequently addressed in the WGIG.

- Decentralized system with different organizations with different core responsibilities for different issues and different layers
- Governance structure should mirror the Internet architecture: Weak centre, strong ends, and no privileges for individual governments or individual corporations
- Decision-making power on edges (i.e., peer-to-peer negotiations between providers and users) enabled and coordinated by nodes (i.e., technical and political) in between
- From single top-down hierarchies to complex bottom-up networks with emphasis on coordination, consultation, and cooperation

The mandate of the WGIG was to

investigate and make proposals for action on Internet Governance by 2005 by a) developing a working definition of Internet Governance and b) identify the public policy issues that are relevant to Internet Governance and c) develop a common understanding of respective roles and responsibilities of governments, existing international organizations and other forums as well as the private sector and civil society from both developing and developed countries. (CONGO, 2005)

Critically, these recommendations of the WGIG were to lay the ground for the intergovernmental negotiations in Tunis on the specific subject of Internet governance.

Before the Tunis Phase, the establishment of the WGIG from a multi-stakeholder perspective, was considered similar to the development of “baby teeth,” meaning no real bite yet (i.e., effect), but with the potential to grow into more considerable size and effect. However, did these multi-stakeholder recommendations from the WGIG actually receive their due consideration within the intergovernmental negotiations of the preparatory committees?

Judging from results in Tunis, one can conclude that the baby teeth have developed into considerable fangs. According to Ambassador Nasood Khan, who lead the negotiations on Internet governance within the preparatory committee meetings, mentioned that the WGIG report provided a “good compass” for the negotiations. In other words, the WGIG recommendations found their place within the decision-shaping phase of the intergovernmental forums and were reflected in the final Tunis “Commitment” and “Agenda” which calls for a new Internet Governance Forum to be established by the UN Secretary-General for 2006. Therefore, this marks a significant development of non-state actor participation, and the WGIG “represented a strong and innovative model for multi-stakeholder body within the UN system that placed the participation of civil society on equal footing with other actors” (CONGO, 2005).

Methodology of the Case Study

In order to capture the MSP that comprised the WGIG, the research methodology included interviews and an electronic survey. Prior to conducting the interviews and distributing the online survey, the questions were carefully tailored based on the ODI (2003) Partnership Brokering Accreditation Scheme methodology. In addition, previous pioneering work on MSPs at the global policy level (Hemmati, 2001; Malena, 2004; Gonzalez III, 2005) were taken into account to capture the available methodological spectrum. Interviews and surveys were answered by all stakeholders (governments, private sector, civil society, academia, and the technical community).

Interviews

The aim of the interviews was twofold. First, they presented opportunities to gain insight into the dynamics of the WGIG process. Personal experiences and impressions were just as important as answers to the specific questions to learn about the practical side of this MSP process. Second, interviews presented opportunities to finalize and adjust the questions within the electronic survey to reflect a greater level of the practical reality. Third, the goal of the interviews was to obtain the viewpoints of all stakeholders, namely, governments, civil society (including academia and technocrats), and the private sector. All objectives were fulfilled with an average of 25 minutes per interview. These interviews provided the basis for strengthening the online survey.

Questionnaire/Survey (Electronic and Online)

To investigate the validity of the previously available methodology on MSPs, to confirm the theoretical assumptions about functioning MSPs, to capture individual stakeholder lessons, and to extrapolate general best-practices and lessons learned from the MSP process, a complex survey was constructed and distributed to the members of the WGIG. Appendix A presents a copy of the project description and flyer distributed to the WGIG members and WGIG Secretariat. Particular attention was given to include true multi-stakeholders (i.e., representatives from all relevant sectors including government, private sector, and civil society) in the distribution, in addition to adequate geographic (i.e., North and South) representation. Despite its length and complexity, a satisfying number of WGIG members made the effort to share their experiences.

Multi-stakeholder Partnerships at the Global Policy Level: a Literature Review

The mere scope of issue surrounding the topic of Internet governance is large, calling for innovative approaches to bring this essential instrument to the benefit of all within the global community. This, however, requires a new way of thinking, beyond the traditional governance models of centralization, and the consideration of creative governance solutions such as public policy networks. Reinicke and Deng (2000) coin the term “public policy networks” essentially comprising a decentralized structure to regulate human interaction and behaviour, with an increased role given to non-state actors. These authors stress the need to consider the whole range of issues during the global policy process, namely agenda setting, negotiation, implementation and policy reformation and institutional learning (Steets, 2005). Therefore, a complex animal such as Internet governance, where multi-stakeholder interests are an intricate part of its existence, require innovative governance approaches and subsequent innovative investigative methodology.

In a second emerging strand of literature, researchers have distinguished between “policy design and planning, policy coordination, monitoring, evaluation and review, implementation and service provision, resource mobilisation and resource management (Steets, 2005, p. 13). Consequently, scientific debate has involved the question at which policy stage can or should non-governmental organisations be increasingly involved.

A third influential work takes this question to global policy level, in particular the investigation of multi-stakeholder processes. Steets (2005, p. 10) describes the functions in terms of their “effect on the resulting policy, e.g. in terms of enhancing the quality and credibility of programmes, enhancing their likelihood of implementation and leading to capacity development among the parties involved.”

A fourth landmark analysis on MSPs in the UN and civil society organizations has been performed by Malena (2004), who interviewed nearly 40 practitioners from governments, non-governmental organisations, and the private sector to investigate existing “UN Partnerships on necessary conditions for a properly functioning MSP at the Global Policy Level” (Malena, 2004, p. 1). One interesting conclusion is the need for continued efforts by the UN, in conjunction with its partners, to provide the conceptual clarity, basic ground rules and institutional innovations necessary to make MSPs more effective and strategic” (Malena, 2004, p. 20). Backed by empirical analysis through interviews and case studies, elements from this study were utilized in the current case study particularly in the development of the WGIG survey and online questionnaire.

Multi-stakeholder Partnerships in ICT in Development

Before empirically assessing the MSP within the WGIG, a brief introduction to MSPs in using ICT in development is necessary. Notions of Multi-stakeholders have originated out of management theory in the landmark studies of Argandona (1998) on stakeholder theory and the common good, Hosseini and Brenner (1992) on stakeholder theory and the theory of the firm, and finally Freeman and Reed (1983) on stakeholder theory and its application to corporate governance. A further extension of so-called stakeholder theory have found its application in the changing notion of diplomacy. In addition, the United Nations has also recognized the importance and validity of a MSP, defining partnerships as “voluntary and collaborative relationships between various parties, both State and Non-State, in which all participants agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits” (Malena, 2004, p. 3).

To assess partnerships in complex areas such as ICT in development, the idea of partnership require a precise definition. Therefore, we will use the following working definition for partnerships and subsequent elaboration: A partnership is

an alliance among parties drawn from different parts of society (i.e., the public sector, private sector, civil society, media or academia) where [the partnership] is formed for a specific purpose, and addresses one or more vital development challenges- especially those that have not successfully been addressed by single sector approaches. Partners combine their resources and competencies in a complimentary and synergistic way, based on what they do best. Partnerships are based on principles of equity and transparency. They imply a sharing of risk, and a sharing of benefits through the achievement of both the overall goal of partnership and partners’ individual interests. (GKP MSP Cluster, 2005, p. 3)

As stipulated in the objectives set out in this case study, the goal was also to empirically test the developed methodology with its partnerships success and constraints factors within the WGIG. Therefore, the following factors within partnerships received specific attention (in some cases slightly altered to fit the WGIG Global Policy Setting) when the interviews were conducted and the online survey developed. A number of success factors and constraints for MSPs have been defined by in the literature, specifically from ODI 2003):

- Openness, transparency and clear communication to build trust and mutual understanding
- Equity (partners all bring an essential element to the table), leading to mutual respect
- Each partner's contribution is based on their core competencies
- Partners are as flexible as possible in their own needs and as accommodating as possible of others
- Clarity of roles, responsibilities, objectives and ground rules
- Respect of differences in approach, competencies, and time frames and objectives of the different partners
- Mutual benefit: the partners achieve their own as well as the common objectives
- Strong, high-level support and champions for the partnership,

General Constraints for MSPs

- General suspicion of organizations from other sectors
- Lack of trust and mutual understanding by partners of each other's interests
- Differences in modus operandi between organizations in different sectors resulting in clashes of organizational culture due to different working methods, accountabilities, divergent objectives, timeframes, use of language and decision-making styles
- Lack of clarity and communication (e.g. in respect to goals, roles, responsibilities and external accountability)
- Lack of the skills and competencies within one or more partners, which are needed to build effective partnerships: managerial, technical and attitudinal
- Hostile external context: political, social and economic
- Poorly-handled imbalances in levels of power or commitment among different partners
- Understanding of the time and resources required to build and establish the partnership
- Bureaucracy stifling the ability of a partnership to operate innovatively and effectively
- An unwillingness by external donors to invest in the essential, but often time-consuming and costly development stages of the partnerships
- The difficulties involved in performing traditional evaluation and analysis of cost-effectiveness of partnerships

Results and Discussion of WGIG MSP Case Study

Based on the survey and interviews with the WGIG members, a number of factors emerged. Regarding the overall partnering process:

- Overall sense by WGIG members that this process was “historical,” an example of 21st century diplomacy in practice
- Constructive climate emerged because discussions deliberately focused on *substance* rather than *ideology*
- self-interest of individual stakeholders successfully pooled and transferred into larger objectives of WGIG (i.e., institutional objectives started to coincide with individual objectives) through participation in agenda-setting / objective development (i.e., transparency and participation in initial consultations critical)
- The climate of constructive ambiguities (i.e., different professional cultures, style of communication and decision-making) lead to a creative outcome where the initial Zone of Possible Agreement was extended through learning (i.e., understanding although maybe not fully agreeing) with the other stakeholders position. Therefore, a more sustainable consensus (in the form of the Final Report of the WGIG) was reached.
- Informal process (i.e., “put down professional hat and straightjacket”) led to camaraderie, sense of unison and the subsequent trust enabled to expand on the willingness to compromise
- Mutual learning led to a shift in initial positions, especially among governments
- Positions and style of interaction changed over the course of the MSP, especially observable in civil society organisations, who shifted from a more militant role into engaging in a constructive dialogue (i.e., beyond simple ideological debates)
- African Internet service providers not represented, who could have and should have added to the process
- The ODI model of MSP analysis (although slightly adjusted) can work as a model to systematically assess MSP at the global policy level
- Rules and expectations of partnership need to be clearly defined and followed, with the option for a little wiggle room by the chairman or neutral broker
- Role of neutral, respectful partnership broker with authority vital
- MSP in WGIG can build trust among governments for inclusion of non-state actors without fundamentally changing their national sovereignty
- Combination of online and face-to-face communication favourable
- No formal agreement between stakeholders deemed necessary
- Regretfully, “development issues” and “Human Rights issues” within the Internet arena did not receive adequate consideration because domination of agenda about “ICANN issue” (i.e., current unilateral control of domain names by the USA); capacity of experts not on development issues, therefore lack of balance between “techies” and “do-gooders”
- Lack of translation of documents (into UN languages)
- Majority would join again, however “if seconded”
- WGIG MSP process can work in alternative global public policy settings beyond the Internet governance
- MSP of the WGIG had an effect “beyond its immediate stakeholders”
- Inclusion of non-state actors deemed “very constructive”
- WGIG members would unanimously be part of a future institutional process modelled after the WGIG
- Overall, the WGIG partnering-process was successful to advance the issue of “universal and affordable access to the Information Society”

Aspects of the WGIG Procedures Considered Positive

It was deemed to be an intelligent move to start with common and inclusive issues and agenda identification, enabling everybody's interest to be included.

- Clustering important in making process manageable
- Balance among stakeholders was significant (i.e., no hierarchy)
- Learning was vital, and fostered through informal interaction
- "Chatham-House Rules" to establish trust and therefore creative solutions, consensus-based bargaining and most importantly mutual understanding of different positions leading to shifts of original positions and willingness to compromise
- Secretariat exceptional in support because not "steering" but "facilitation" MSP
- Role of Chair as facilitator was significant: Chairman skilled in "leading" the dialogue, resulting in authority and subsequent acceptance
- Interactive approach with a mixture of online and face-to-face meetings fostered trust
- Good will by all participants to learn
- strong leadership;
- excellent support from the secretariat;
- right mix of people in terms of skills and personalities;
- complete transparency;
- bottom-up, inclusive approach to issue identification;
- working within the WSIS framework and being realistic about what could be achieved.

Constraints of the WGIG Procedures

Participants felt a number of constraints:

- Expertise (specifically on development-related aspects) lacking within WGIG
- Time constraint and not clear what all partners could bring to the table (competencies and resources)
- An important actor was missing, namely, the US government
- Web-tools not ideal; volume of e-mails too big, especially from open-consultations
- Open consultations not taken into account enough (time constraint)
- Public relations about the WGIG should have been better to enhance the open-consultation process
- Online sessions should have been "moderated"
- Observer status confusing which lead in some cases to capturing of the open-dialog sessions (especially by governmental actors)
- Logistics for attending the face-to-face meetings (especially from developing countries) difficult despite funding from WGIG available
- Capacity of all stakeholders needs to be build in terms of the partnering process

A Successful Example of Multi-Stakeholder Diplomacy?

Multi-stakeholder diplomacy is a concept emerging from a changing environment in international relations, where the traditional multilateral decision-making structure is changing. Increasingly, non-tradition actors such as non-governmental organizations and civil society organizations are claiming a stake in international public policy formation. Inevitably, states are faced with the challenge to incorporate these newly emerging stakeholders in their daily practice of international negotiations and diplomacy. The direct result of this increase in stakeholders is an emerging "competence capacity gap," a lack of tools of various actors to become engaged effectively in multilateral decision-making processes. Multi-stakeholder diplomacy can, therefore, be defined as process or tool through which various stakeholders interact in the daily practice of international negotiations and diplomacy.

One of the vital questions is how these various traditional and non-traditional stakeholders interact and communicate effectively together to achieve sustainable policy solutions in an increasingly complex world. Hence, the patterns and style of communication and professional cultures is a central element to assess this process.

Results on MSD

- informal style of communication were found to be constructive to further objectives of the WGIG and individual objectives
- transparent style of communication enabled mutual learning about the different individual professional cultures
- no formal attempt was made to bridge “competency-gaps” of individual actors, but capacity building initiatives would have been appreciated to address the “lack of understanding about professional cultures”
- Role of centralized facilitator significant in bridging differences about professional cultures
- Combined style of communication (i.e., face-to-face and electronic) preferred
- Both modes of operation, face-to-face and electronic / online were efficient in terms of drafting and producing final results
- Face-to-Face the better medium for building confidence among stakeholders
- Stakeholder preferences about the medium for communication varied: (a) governments (face-to-face); (b) non-state actors (preferably combination of both)
- Governments found face-to-face communication as the more precise medium, in contrast to non-state actors, preferring online in terms of precision
- More misunderstandings emerged from online phase, and face-to-face better medium to overcome disputes
- Style of communication changed (i.e., from militant to constructive engagement).

Detailed Analysis Based MSP Methodology and Criteria of Tennyson

As a methodological note and as a reference guide (i.e., conceptual and theoretical checklist), according to Tennyson (2003) certain factors represent a successful multi-stakeholder partnership.

1. The partnership is doing what it is set out to do (i.e., program of activities was successfully carried out and the pre-agreed objectives were achieved)
2. The partnership is having an effect beyond its immediate stakeholder group (i.e., a recognition of achievement from beneficiaries, others, or the wider community)
3. The partnership and its activities and effect are sustainable and self-managing
4. The partnership has “added value” to individual partners (i.e., individual partners have gained significant benefits and partner organisations have discovered new ways of working or improved their own management systems)
5. Partnership approach was the best or most appropriate choice.

The WGIG Achieved its Objectives

The WGIG had a clear objective which was set out by the WSIS (WSIS, 2003, p. 21), namely to

1. develop a working definition of Internet governance;
2. identify the public policy issues relevant to Internet governance;
3. develop common understanding of the respective roles and responsibilities of governments, existing intergovernmental and international organisations and other forums as well the private sector and civil society from both developing and developed countries; and
4. prepare a report on the results of this activity to be presented for consideration and appropriate action for the second phase of WSIS in Tunis 2005.

These objectives were accomplished in a satisfactory matter, meaning that all partners were satisfied with the final outcome document.

The WGIG Partnership had a Significant Effect Beyond its Immediate Stakeholders

This aspect is mainly judged in the context of the changing nature of global policy decision-making and in particular from the point of view of opening up the inter-governmental decision-making process to non-state entities. Clearly, the process adopted throughout the WGIG will have a significant effect beyond the discussions on Internet Governance. This successful model can and most likely will serve as a blue-print of how to engage non-state actors more meaningfully and actively in the complex decision-making structure of the UN system, and therefore the partnership itself has a effect beyond its immediate stakeholders and can be deemed successful. In addition, as seen in the Tunis phase, the "recommendations" by the WGIG were taken into governmental agenda-shaping negotiations and final conclusions, a promising indicator that the wider global community (i.e., especially state actors) are starting to accept the constructive role of non-state actors during decision-making

The Partnership does not need to be Sustainable, yet its Effect will be

This is a tricky indicator for a successful partnership and is not completely applicable to the WGIG, since this partnership by definition has been terminal. However, the outcomes of the partnership are sustainable because they again have been incorporated into the final outcome document of the WSIS in Tunis. Therefore, one can carefully conclude that on this point, the WGIG partnership scored positively as well.

The WGIG Process has Added Value to its Individual Partner Organizations

The largest beneficiaries were the non-state actors such as businesses and civil society. As previously mentioned, not only were they able to become part of the decision-shaping process but also to influence it actively and therefore including their objectives into the decision-shaping structure. All actors, but especially governments, had an added-value through learning about these complex issues and appreciating the positions of other stakeholders. In addition, through the unique inter-play of face-to-face and electronic interactions, some modes of decision-making (especially in governments) became more efficient.

The WGIG set-up was the only reasonable alternative given the complexity of the issues, interest, competencies and actors. Therefore, all actors felt that this forum of informality was the best choice to tackle the issues and arrive at a acceptable (as deemed by stakeholders) decision.

Additional Discussion

Complementary to the questions raised by Tennyson (2003), the following issues were raised during the interviews, which deserve an additional discussion at this stage.

- Question: Can the MSP process from the WGIG be transferred into other global policy forums?

One significant question is that given this unique structure of the phenomena “Information Society” and the respective emphasis on insisting on “multi-stakeholder” partnerships throughout the WSIS and WGIG process, does this mean that a successful MSP can only emerge when these particular context parameters are given? In the opinion of the WGIG members, the subject at hand (i.e., Internet governance or Information Society) does not determine whether a MSP is applicable or not. In other words, in the overwhelming opinion, this process is transferable to other global public policy processes.

- Question: What is the role of the partnership broker in facilitating the MSP?

In the case of the WGIG MSP, the neutral broker and the skilled chairperson delivered the successful “one-two-punch.” The overarching factor for the success of the WGIG was the inclusion of a so-called “partnership broker,” an enabling entity to foster the optimal and effective use of the complementary strengths and resources of all stakeholders involved. This set-up also enabled for the necessary “flexibility” within the process, which was central to a functioning MSP. The unanimity of the WGIG respondents about the importance of both the neutral (i.e., no agenda) broker (Mr. Markus Kummer) and the experienced Chairperson (Mr. Nitin Desai) confirms the necessity for some entity to enable and steer the partnership process. This is particularly relevant in the context of multi-stakeholder partnerships, where polarized interest, different professional cultures and diverging ideological opinions in the headed debate surrounding Internet Governance.

According to Prof. Kleinwächter, one of the most substantial risks within MSPs is the “capturing of the process” by one or a combination of groups (i.e., in particular when resources among the partners are unbalanced”. One defence against this “capture,” according to Kleinwächter, is “openness and transparency of the process.” Within the WGIG setting, another “ally” against the capture was the role of the neutral brokers in this case prevented this from happening, an attribute not to be underestimated. But what were contributing factors that enabled this process to be perceived successful by the WGIG members? Critically, the partnership broker stimulated the partnership through demonstrating the ability to transcend differences and obtain a reasonable compromise for all stakeholders involved. Other factors for success were the need for neutrality (i.e., unbiased), credibility (i.e., respect obtained through experience) and finally authority (i.e., when to make hard decisions). These factors lead to acceptance and subsequent cooperation among all stakeholders, enabling the positive outcome of this MSP.

- Questions: Can ICT help to reduce this ambiguity in professional cultures to create and benefit from constructive ambiguities?

The results are mixed. Judging from the responses of the WGIG members, clearly, some stakeholders preferred certain types of communication modes. For instance, governments were most “comfortable” in face-to-face meetings, avoiding larger participation in the online phases of the working method, namely the e-mail exchanges. Private sector actors were keener, as the civil society, to use the online tools to advance the status of the debate. Interestingly, the results were quite consistent with the expectations, namely that certain stakeholders would prefer certain types of communication tools. This in itself is an important lesson to be learned, since this in fact enables a construction of a communicative framework that would help reduce the uncertainty within the communication patterns and make it possible, through this “predictability” in professional behaviour, to tailor a framework of communication that would enable a shift from competitive to constructive ambiguities. The WGIG framework certainly made this attempt, and mostly, all actors felt that a combination of the two tools was most suitable to allow the group to fulfil its mandate.

Finally, the partnership brokers of the WGIG, Mr. Nitin Desai and Markus Kummer, answer the questions whether the partnership in WGIG was successful. According to Mr. Desai, the Chairperson of the WGIG, the process was a success because the views of all stakeholders were represented in the final document; this open forum brought people from different professional backgrounds and competencies together, enabling innovation to reap its benefits through an evolution of individual views and ultimately broadening the overall judgement of the group” (Personal Interview 19.7.2005).

In the words of Mr. Kummer, Executive Coordinator of the Secretariat of the WGIG, the final report reflected the desired “interface between technical and public policy issues” (personal communication, 19 July 2005). Furthermore, the WGIG fulfilled its mandate because the process was open and transparent, stressing the importance of transparency, participation, and ultimately legitimacy of the global political process. To underline the importance of legitimacy, according to William Drake, member of the WGIG, the mandate was successfully fulfilled because the debate surrounding Internet governance was changed from “who is steering to the process of steering.” In other words, multi-stakeholders need to be involved in framing the issue that is then negotiated, and this was successfully demonstrated by the WGIG.

Conclusion

The digital revolution and the effect of ICT had a fundamental effect on how people think, act and function within the socio-economic and cultural dimension of globalization. The effect of this Information Society was clearly recognized by the UN and led to the establishment of the WSIS, with the main goal to harness and channel the positive potential of this revolution, mitigate its negative effects, and, most importantly, build a inclusive and transparent Information Society with equal opportunity for access for all. Interestingly, from its very nature, the Information Society is not a space dominated by governments alone, but includes all stakeholders within a society. In other words, within this complex and trans-boundary phenomenon, businesses, academia, technicians, civil society, and governments do not only have their stake (i.e., interest), but also their respective roles to play in building this inclusive and transparent Information Society.

Hence, the nature of the beast called for a considerable change of the *status quo* of UN system summit process, opening up this global space for previously neglected voices of multi-stakeholders such as the private sector and civil society. To take this one step further, the summit not only demanded this multi-stakeholder involvement through passive participation, but opened the door for active involvement of multi-stakeholders in the decision-shaping phase through the WGIG. The UN Secretary-General set up this WGIG "in an open and inclusive process that ensures a mechanism for the full and active participation of governments, the private sector, and civil society from both developing and developed countries, involving relevant intergovernmental and international organizations and forums." Thus, the WGIG symbolizes a small revolution as well, a fitting companion of the large revolution by the digital revolution and ICT. Consequently, the WGIG presented a ideal laboratory to observe what makes multi-stakeholder partnerships work at the global policy level with the specific concentration on the developmental context of ICT in developmental issues.

Judging from the outcome, the MSP within the WGIG was very a success. Not only did all the stakeholders feel that their concerns were well reflected in the final consensus document of the WGIG report, but those recommendations received considerable attention in the decision-making phase of the Intergovernmental Negotiations during the second phase of the summit in Tunis. Therefore, for the first time, multi-stakeholders (i.e., in particular non-state actors) were considerably involved and responsible for the decision-shaping of global public policy. In the specific context of using ICT in development, this inclusion at the global policy level process has a potential effect, because a voice is given to those marginalized groups that may not be fully represented by governments within the classical setting of UN system forums.

In sum, at the global level it is not only indispensable to include all relevant actors to arrive at sustainable solutions to complex challenges, but in practice it can work. Despite the complexity of issues and actors, the case study about the WGIG clearly demonstrates what factors can be advantageous for these partnerships to function. Of course, MSP is no panacea and is by no means easy to establish, maintain, and conclude. Nevertheless, as the results show, the WGIG with its expert setting and few rules of procedure represents a promising framework to open the global policy dialogue and decision-making process to all relevant parties that have a stake in the outcome of these policies. Interestingly, an affirmative consensus emerged about the question whether this WGIG-setting could be transferred into other thematic UN system decision-making forums.

Hence, the lessons from this case study can be extrapolated to subject areas beyond Internet governance and ICT in development, an unforeseen but welcomed outcome of this study. Through inclusion in decision-making processes, a voice is given to the poor resulting in the formulation and persuasion of pro-poor policies resulting in a substantial betterment of their situation. This inclusion needs to reach the global policy level, and the hope of this case study was to shed some light on the functioning of MSPs at the global policy level and, therefore, make a contribution to making these processes more democratic, effective, efficient to deliver on its promising potentials in a sustainable fashion.

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APPENDIX A



MULTISTAKEHOLDER PARTNERSHIPS IN ICT4D

CASE STUDY: THE WORKING GROUP ON INTERNET GOVERNANCE

About the "MSPs in ICT4D" Project

The high importance of multistakeholder partnerships (MSPs) between governments, the private sector, NGOs, and multilateral institutions is usually not reflected in documented examples of truly effective partnership practices. This project seeks to redress this imbalance by undertaking a series of case studies of current practices, which go beyond mere descriptions of activities and outcomes, to look also at the process by which the partnership was established and sustained. Six to ten substantive case studies of results-oriented ICT activities will be undertaken, covering a range of different scales, contexts, and lead agencies. The results of this research project will be presented at WSIS-Tunis [in November 2005].

WGIG Case Study

One of the case studies will focus on the Working Group on Internet Governance as a unique and innovative exercise in tackling issues of global concern. The lessons learned from the WGIG multistakeholder process and interaction could be a very valuable resource. The case study will particularly emphasise the perspectives of various stakeholders who participated in the WGIG process, including diplomats, business people, academics, and civil society representatives. The case study will seek to identify the potentials and limitations of using a WGIG-style approach in addressing issues of global concern.

Methodology

The case study will be based on empirical data gathered via online surveys and interviews. The WGIG Case Study will be coordinated by Patrick P. Kalas, a researcher from the Graduate Institute of International Studies (IUHEI) in Geneva. WGIG members can contribute to the survey via an online form or Word document (to be returned to the following address: igmsp@diplomacy.edu). Surveys should be completed before 31 July 2005.

The interviews, which should take 10-15 minutes, can be arranged either in person (during the forthcoming WGIG meeting in Geneva) or via telephone (during July/August 2005). Please contact Patrick Kalas at igmsp@diplomacy.edu for further details. The information collected via survey and interview will be used for the purposes of this research alone, and full confidentiality will be assured during the entire process.

Appendix B

Detailed analysis of MSP through evaluating Interviews and Survey:

The survey and interviews were based on the following outline and the results below are presented accordingly.

1. An Analytical Description of the WGIG

- 1.a. History and Context
- 1.b. Goals and Objectives of the WGIG
- 1.c. Internal organization and working of the WGIG in pursuit of the above

1. What type most closely describes your organization?

Answer	Percentage
government	12.50%
civil society	37.50%
international organization	0.00%
business sector	12.50%
Other	37.50%

Other: independent policy consultant or academic institution

1.1.1 Who were the most influential individuals / institutions in shaping the process of the WGIG?

Answer	Percentage
governments	14.29%
civil society	42.86%
international organizations	0.00%
business sector	0.00%
Other	42.86%

Other: opinions ranged from "hard to tell" to "all contributed"

1.2.1 By whom were the specific objectives and anticipated outcomes of the WGIG process set?

Most frequent answers:

- The WSIS
- WSIS Plan of Action
- WSIS - negotiated terms
- By the WSIS-1 negotiators via the Declaration of Principles and Plan of Action

1.2.2 Did you identify (i.e., map) your individual objectives before the outcome of the process?

Answer	Percentage
Yes	75.00%
No	25.00%

If yes, what are / were your primary objectives?*Most frequent answers:*

- To find a solution that works and find the acceptance of all (or at least the majority of stakeholders)
- Make sure there is need for a global governance mechanism; make sure this mechanism is pluralist, transparent, democratic
- non-disclosure

1.2.3 What were your expectations from the WGIG?*Most frequent answers:*

- To agree on something, which we did except in the governance issue. Although during the process I did have some doubts.
- Multi-stakeholder consensus
- non-disclosure
- That it would discharge the mandate given by WSIS-1

1.2.4 Were you clear about the individual organizational objectives of the other WGIG members?

Answer	Percentage
Yes	75.00%
No	25.00%

1.2.5 Were there any objectives and goals identified and agreed upon that went beyond the WGIG mandate as a whole?

Answer	Percentage
Yes	25.00%
No	75.00%

1.2.6 Did you identify your negotiation strategy (i.e., how to achieve what through who)?

Answer	Percentage
Yes	75.00%
No	25.00%

1.3.1 How are decisions made within the WGIG on a day-to-day basis?*Most frequent answers:*

- Mostly collectively – some procedural decisions taken at the Chair level.
- Discussion, negotiation, arm-twisting, relying on the Secretariat's wisdom, haphazard processes
- On the whole, decisions were made on a consensual basis in a transparent way, both on-line and in the physical meeting

1.3.2 Was there a mechanism to hold members accountable?

Answer	Percentage
Yes	0.00 %
No	100.00 %

1.3.4 What, if any, are the mechanisms for monitoring progress?

Most frequent answers:

- results
- Division of tasks to produce specific reports with deadlines and review in the face-to-face meetings.
- Objectives were set overall and on a meeting-by-meeting basis. The secretariat helped monitor progress and remind members of deadlines.
- Meetings (regular) and regular reports

1.3.5 Was there any formal or informal agreement between the WGIG members? (e.g. Terms of Reference, Letters of Agreement or a less formal arrangement)?

Answer	Percentage
Yes	50.00 %
No	50.00 %

If yes, which one?

Most frequent answers:

- To issue a professional report, that will meet the acceptance of the stakeholders
- Get most of the work done

1.3.6 Describe the process by which these arrangements were negotiated, if appropriate.

Most frequent answers:

- Meetings (closed, open and with observers)
- Informal and haphazard negotiation

1.3.7 Did you notice any 'unanticipated behaviour' of or between the different partners?

Answer	Percentage
Yes	25.00 %
No	75.00 %

If yes, which ones?

Most frequent answers:

- The Internet community was underestimated by government representatives.

1.3.8 How significant was the role of the Secretariat in steering / leading / facilitating the MSP process?

Answer	Percentage
High	100.00 %
Medium	00.00 %
Low	00.00 %

1.3.9 What were major weaknesses of the Secretariat in steering / leading / facilitating the MSP process?

Most frequent answers:

- The handling of interventions by observers from some UN agencies, in particular the ITU.
- Too much belief in one characteristic of foreseen outcome.
- No major weaknesses

1.3.10 Were there any disputes among the stakeholders?

Answer	Percentage
Yes	100.00 %
No	00.00 %

1.3.11 If yes, what was the cause for these disagreements?*Most frequent answers:*

- Some points to Governance, like the logical internet infrastructures
- Basically on the relative role of governments and civil society organizations in a global governance organization.
- Fundamental conceptual disagreement; profound ignorance on the side of some governmental representatives, and their profound disrespect for the complexities of the Internet.
- There were differences arising from the differing interests/points of view of different stakeholders. However, these differences were well managed through the process of dialogue, and did not cause major disruptions to the work of the group
- Different view points; disagreements on constituencies

1.3.12 If yes, how were disputes resolved?*Most frequent answers:*

- Mostly by consensus or by keeping the divergences explicit in the reports.
- Some by negotiation. Other, very fundamental, by agreeing to present separately four "models" of future evolution which are essentially four minority reports with no consensus of the whole group.
- Mainly through dialogue, with the intervention of the chair only if necessary

2. The Partners and their Contributions

- 2.a. Motivations and perceptions
- 2.b. Roles, resources and contributions

.1.1 What was your motivation to get involved in the WGIG?

Most frequent answers:

- Helping to find a common ground and learning.
- I was invited, did not take any personal initiative to get involved. I saw it as an obligation as part of the mission of my organization.
- Interest in doing something positive for the Internet. Knowing the process directly and being therefore able to understand it better and process its results further.
- Interest in the topic of Internet governance arising from previous work in the field

2.1.2 Does the participation in the WGIG fit into your broader framework of activities?

Answer	Percentage
Yes	100.00 %
No	00.00 %

2.1.3 What are / were the principal obstacles (and / or risks) for participating in the WGIG?

Most frequent answers:

- Affecting my work (time needed)
- Intensity of work required, considering most of us were volunteers in that specific job.
- Uneven level of interest on the Internet. Uneven level of interest and ability to participate in online discussion.
- Travel, to some extent in conflict with regular job.
- As an independent consultant, I decided to fund my participation and to take the risk that the cost would yield commensurate benefits.
- Logistics of attending

2.1.4 How were these obstacles addressed within the WGIG and by your organization individually?

Most frequent answers:

- WGIG: Work on specific issues
- Organization: Delegating some of my work to colleagues
- Trying to divide tasks, keep focus.
- Unevenly. WGIG discussion list provided digest format for email-disadvantaged members. Secretariat did great work in keeping people abreast of development. My organization: increased number of working hours.
- It was a business decision
- Funding was made available

2.1.5 Did you anticipate the costs / risks and the benefits of the partnership?

Answer	Percentage
Yes	100.00 %
No	00.00 %

2.2.1 What was your most critical contribution to the WGIG process to date?

Answer	Percentage
Funds	0.00%
Time	42.86%
Skills	42.86%
Contacts and Networks	14.29%
Other	0.00%

2.2.2 How influential do you think your organization was in the WGIG?

Answer	Percentage
High	50.00%
Medium	50.00%
Low	0.00%

2.2.3 What was missing in the WGIG process?*Most frequent answers:*

- Hard to say (might be unfair) since this was a first experiment of a pluralist group of experts with this kind of mandate. However, we should have more time and resources.
- Time and expertise.
- Time to interact with other experts. Our "free time" was devoted to public consultations that yielded very little new or useful information
- African ISPs not represented

2.2.4 Could other specific actors have added value to the decision-making process?

Answer	Percentage
Yes	100.00 %
No	00.00 %

If yes, what value and did any of the existing stakeholders got in the way?*Most frequent answers:*

- Information, no one got in the way
- Due to the diversity and complexity of themes, the WGIG could have resorted to subgroups of experts. But this would require much more time and resources.
- More involvement of technical community and expertise should have been planned in advance.
- Additional expertise in areas where we were weak (e.g. cluster 3 and 4 issues). None of the existing stakeholders got in the way

2.2.5 Do you think that you had the capacity (knowledge of process, time, finances) to meet your commitment related to the participation in the WGIG?

Answer	Percentage
Yes	75.00 %
No	25.00 %

If no, what would have increased the capacity?*Most frequent answers:*

- More time available, considering the full-time job and WGIG took a lot of time.

2.2.6 Were there any formal steps by the WGIG to build the capacity (knowledge of process, time, finances) of all actors?

Answer	Percentage
Yes	25.00 %
No	75.00 %

If yes, which ones?

Most frequent answers:

- Publication of background papers helped build capacity
- Presentations by ITU

3. Partnership Outcomes and Lessons

3.1.1 Do you think the WGIG has achieved what it was set out to do?

Answer	Percentage
Yes	100.00 %
No	00.00 %

3.1.2 Did the WGIG process have an effect beyond its immediate stakeholders?

Answer	Percentage
Yes	100.00 %
No	00.00 %

If yes, in what way?

Most frequent answers:

- We tackled the development of the Internet, and technical discoveries yet to come
- Extended the discussion of global IG far beyond the small groups of experts or concerned organizations.
- For a few people, increased awareness of serious difficulties. Knowledge of some processes.
- It helped raise awareness and built capacity

3.1.4 In what ways did your objectives and contributions affect the outcome of the WGIG?

Most frequent answers:

- Contributing to consensus proposals from civil society members of the WGIG.
- Better-informed contents (though still insufficiently accurate and true to fact), some influence on sense of priority (but again not enough).
- Helping to frame the discussion and organize information in a way that facilitated the development of recommendations

3.1.5 Has the effect of the WGIG added-value to your organization?

Answer	Percentage
Yes	100.00 %
No	00.00 %

If yes, in what capacity?*Most frequent answers:*

- Knowledge
- Far more knowledge of the possibilities and implications of global IG
- Public recognition. Transmission of knowledge, which will continue for some time yet.
- Raised visibility and profile of own organization

3.1.7 Would you think that the overall benefits of the WGIG outweighed its costs?

Answer	Percentage
Yes	100.00 %
No	00.00 %

3.1.8 Can you think of alternatives processes to achieve the objectives set out by the WSIS without engaging in this broad, multistakeholder forum such as the WGIG?

Answer	Percentage
Yes	50.00 %
No	50.00 %

If yes, which ones?*Most frequent answers:*

- Delegate it to good consulting firm
- Processes which are more issue-specific, and far more inclusive and better informed from the start.

4. Summary and Main Conclusions

4.1.1 Are there some general lessons from the WGIG that can be used for other international agenda/setting activities of this type?

Answer	Percentage
Yes	100.00 %
No	50.00 %

If yes, please elaborate:

Most frequent answers:

- Multistakeholder cooperation
- The attempt to work effectively in a pluralist environment.
- Need for informed, knowledge-based debate. More time. Structured inclusion of all stakeholders. Fit of form to function.
- There are a number of useful lessons for designing multi-stakeholder "policy exploration" activities, such as the importance of an open, bottom-up approach, transparency both on-line and in physical meetings, as well as the need for strong leadership and excellent support

4.1.2 What are the vital factors that have contributed to the WGIG success?

Most frequent answers:

- Cooperation, and knowledge exchange between members and other stakeholders
- Pluralist; Relative autonomy of many participants (not bound to a government agenda);
- Good, proactive facilitation
- Good will. The expertise that was available. Openness to learning from others, as there was. Hard-working members. Well-led secretariat which worked hard and had excellent, also hard-working staff.
- Strong leadership
- Excellent support from the secretariat
- The right mix of people, in terms of skills and personalities
- Complete transparency
- The bottom-up, inclusive approach to issue identification
- Working within the WSIS framework and being realistic about what could be achieved

4.1.3 What are the vital factors that have impeded the WGIG process?

Most frequent answers:

- The WGIG managed to conclude its process reasonably well. I do not think there were factors which managed to impede the process.
- The knowledge that was missing. The ICANN-centred agenda which lost sense of priority for much larger issues. Insufficient planned contact with technical community of the Internet. Political dogmas.
- The lack of time

4.1.4 In your opinion, what are the major innovations of this forum compared to other international agenda-setting mechanisms?

Most frequent answers:

- Cooperation between different stakeholders
- the idea of a pluralist group of experts with ample participation and relative autonomy.
- Inclusion of multiple stakeholders in a rather "flat" hierarchy. Introduction of working methods of Internet community such as online collaboration, on-site and online transcriptions, web casts, etc.
- Setting a vital element of the agenda for WSIS-2 through the WGIG process is the major innovation

4.1.5 What recommendations would you make for the next stage of the work on issues concerning Internet Governance?

Most frequent answers:

- Permanent forum
- WGIG members should get involved in the corresponding subcommittee formulating proposals for the WSIS preparatory process.
- Focus on the larger issues, stop fretting about the DNS, trust citizens, academic community, technical community, abandon top-down thinking.
- To establish the forum function as recommended by WGIG so that the talk can continue

4.1.7 How would you rate the inclusion of non-state-actors (e.g. private sector, academia, NGOs, Civil Society Organizations) in terms of their contribution to the WGIG process?

Answer	Percentage
Very Constructive	100.00%
Constructive	0.00%
Neutral	0.00%
Destructive	0.00 %
Very Destructive	0.00 %

5. Multi-stakeholder Diplomacy) and the use of ICT in professional communication

5.a. Modes of Communication

5.b. Universal access to information and knowledge as global public good

4.1.8 What was the style of communication?

Answer	Percentage
formal (i.e., diplomatic protocol)	0.00 %
informal (i.e., working level)	100.00 %

5.1.1 Were you aware of differences in professional cultures (i.e., styles of communication, decision-making etc) between the different stakeholders (i.e., government, IOs, NGOs, CSO, private sector)?

Answer	Percentage
Yes	75.00 %
No	25.00 %

If yes, which ones?

Most frequent answers:

- In general derived from the autonomy regarding their institutions of origin
- Weltanschauung; governmental top-down thinking, legal sources of legitimacy, arguments of legality and legitimacy used as pretexts, doublespeak.
- Although they have different objectives, both civil society and business stakeholders appeared to be more accountable to their constituencies than government and IO stakeholders
- Governments very formal

5.1.2 Did you find the 'Modes of Communication' (i.e., style of communication) effective to further the overall mandate of the WGIG?

Answer	Percentage
Yes	100.00 %
No	0.00 %

To further your individual organizational objective?

Answer	Percentage
Yes	100.00 %
No	0.00 %

5.1.3 How would you rate your "learning" from the different professional cultures of various stakeholders?

Answer	Percentage
Very High	25.00%
High	75.00%
Neutral	0.00%
Low	0.00 %
Very Low	0.00 %

5.1.4 Would you agree that there was a 'competence gap' among actors in understanding the different professional cultures of various stakeholders?

Answer	Percentage
Strongly Agree	25.00%
Agree	0.00%
Neutral	50.00%
Disagree	25.00 %
Strongly Disagree	0.00 %

5.1.5 Were there any means introduced to the WGIG process to bridge these gaps?

Answer	Percentage
Yes	25.00 %
No	75.00 %

If YES, which ones and if NO, what means would you suggest to bridge these professional-culture differences?

Most frequent answers:

- Some group-building activities and some competence-induction activities could have been useful. The discussion was led in a way to bridge the gaps; I'm answering "no" only because no formal mechanisms or group dynamics were made available.
- The process of dialogue and working together on common outputs helped bridge these cultural differences

5.1.6 Do you think that it would be useful to facilitate training (i.e., capacity building) for the various stakeholders to address this lack of understanding of the professional cultures?

Answer	Percentage
Strongly Agree	0.00%
Agree	75.00%
Neutral	0.00%
Disagree	25.00 %
Strongly Disagree	0.00 %

5.1.7 How important do you consider the role of the centralized facilitator (i.e., Secretariat) to bridge these professional-culture differences?

Answer	Percentage
High	75.00 %
Medium	00.00 %
Low	25.00 %

If yes, what?

Most frequent answers:

- Translation among cultures was very effective in WGIG.
- While a lot can be done at the horizontal level to build mutual understanding through dialogue, it can be a time-consuming process. In a time-constrained and politically-charged environment of the kind WGIG operated in, it proved very useful for the secretariat to intervene at strategic points to bring discussion to a close

5.1.8 How do you view a combined communication style (i.e., electronic and face-to-face)?

Answer	Percentage
High	75.00 %
Medium	25.00 %
Low	0.00 %

5.1.9 What was the more efficient mode of operation in terms of drafting and producing final result?

Answer	Percentage
Electronic / Online	50.00 %
Face-to-Face	50.00 %

5.1.10 What was the better medium of communication for confidence building among stakeholders?

Answer	Percentage
Electronic / Online	25.00 %
Face-to-Face	75.00 %

5.1.11 What was the better medium of communication for confidence building among-

Governments?

Answer	Percentage
Face-to-Face	75.00 %
Online	00.00 %
Combination	25.00 %

Civil Society?

Answer	Percentage
Face-to-Face	0.00 %
Online	0.00 %
Combination	100.00 %

Business Sector?

Answer	Percentage
Face-to-Face	0.00 %
Online	0.00 %
Combination	100.00 %

5.1.12 In your opinion, which medium was more precise in terms of communication?

Governments?

Answer	Percentage
Face-to-Face	75.00 %
Online	25.00 %

Civil Society?

Answer	Percentage
Face-to-Face	25.00 %
Online	75.00 %

Business Sector?

Answer	Percentage
Face-to-Face	25.00 %
Online	75.00 %

5.1.12 Did more misunderstandings occur during the face-to-face or online phase?

Answer	Percentage
Face-to-Face	25.00 %
Online	75.00 %

5.1.13 What was the better medium for communication for overcoming disputes?

Answer	Percentage
Face-to-Face	75.00 %
Online	25.00 %

5.1.14

Answer	Percentage
Face-to-Face	75.00 %
Online	25.00 %

5.2.1 How would you rate the learning process during the WGIG?

Answer	Percentage
Very High	50.00%
High	50.00%
Neutral	0.00%
Low	0.00 %
Very Low	0.00 %

5.2.2 Do you feel that you learned aspects beyond your initial knowledge about the subject at hand?

Answer	Percentage
Yes	100.00 %
No	0.00 %

If yes, in what way?

Most frequent answers:

- More than 40 themes dealt with, nearly the whole WSIS agenda...
- The way government representatives think - it is the same all over, only worse in some places ;-).
- Large amount of issue cluster 1b - the logical structure of the Internet

5.2.3 Would you be part of a future institutional process modelled after the WGIG?

Answer	Percentage
Yes	100.00 %
No	0.00 %

5.3.2 How would you best further the objective of "universal and affordable access to the Information Society" objective?

Answer	Percentage
Regulation	14.29%
Global Governance	42.86%
National Level Legislation	0.00%
Privatization	0.00%
Other	42.86%

Other comment: National-level policy making, not needing much legislation but instead incentives, investment, government action, private sector and academic and technical contributions together with civil-society contribution.

5.3.3 Do you agree that the overall WGIG partnering process was successful in advancing the issue of "universal and affordable access to the IS"?

Answer	Percentage
Strongly Agree	0.00%
Agree	75.00%
Neutral	25.00%
Disagree	0.00 %
Strongly Disagree	0.00 %

Comments:

Most frequent answers:

- A different agenda-setting was needed to make this more effective.
- It all depends on what happens at WSIS-2 - we don't know the final result yet

Biography

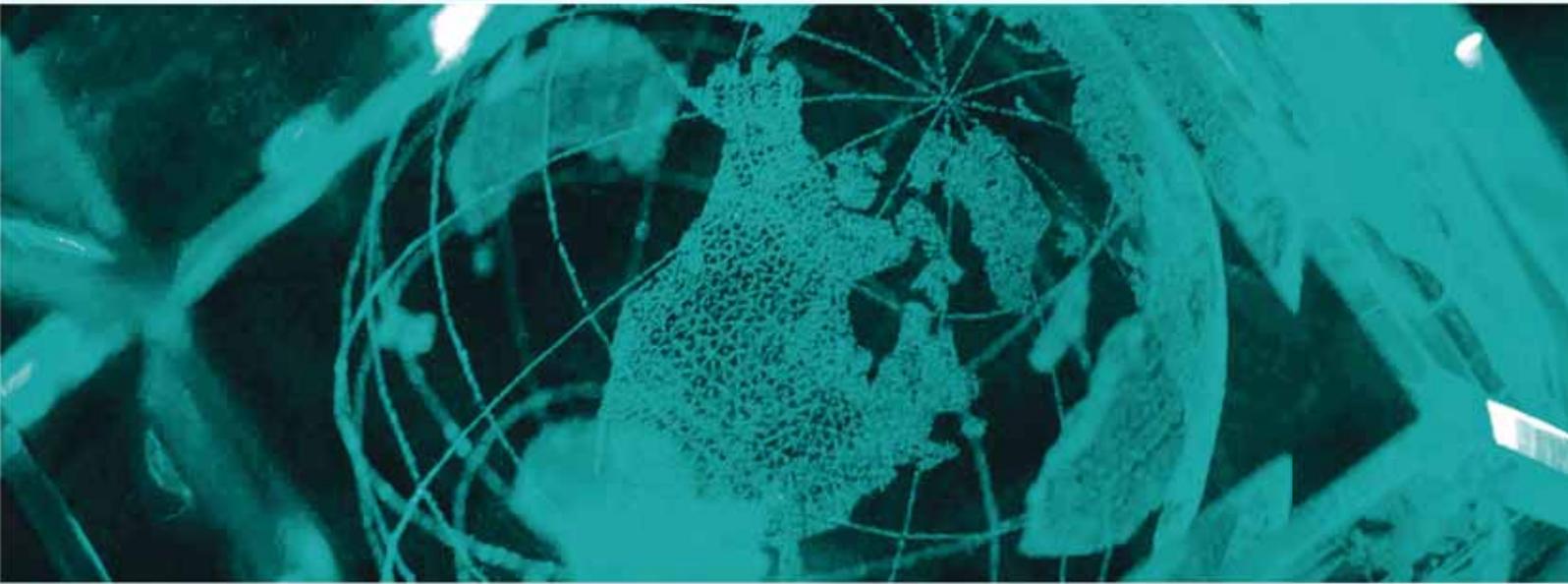
Patrick Kalas



Patrick Kalas completed his BA in International Relations, International Business and Economics. After experience in the private sector he joined the Centre for Socio-Economic Development (CSEND) in Geneva and completed his MA at the Graduate Institute for International Relations (HEI) specializing in Political Science, International Law and International Economics.

During his studies at HEI, he worked for the DiploFoundation (Diplo) on a project titled “Multi-stakeholder Diplomacy (MSD)” including a joint study with the GKP coined “Multi-stakeholder Partnerships (MSPs) for Information and Communications Technologies for Development (ICT4D) at the Global Policy Level- A Case Study of the UN Working Group on Internet Governance (WGIG)”.

In 2005, Patrick worked for the United Nations Office of Mr. Adolf Ogi, the UN Special Adviser to the Secretary-General on Sport for Development and Peace and the UN Office for the International Year of Sport and Physical Education (IYSPE 2005). In January 2006, he joined the Swiss Agency for Development and Cooperation (SDC) in the ICT4D unit with primary responsibilities for the modules “Communication for Development” and the multilateral “Post-WSIS Follow-up”.



List of Discussion Papers:

1. The Network Neutrality Debate and Development
2. Promoting e-Commerce in Developing Countries
3. World Summit on Information Society and Development of Internet Diplomacy

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