**DRAFT**

**Draft Summary of People-Centered Internet Launch**An Attempt to Synthesize and Organize Output from the Event at

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**Statement of the Problem and the Opportunity:**The internet is the most powerful technology platform for innovation ever created. Global productivity has not uniformly risen with improved connectivity to the internet, and the World Bank has studied and elucidated many of the policy issues driving these disparities. Furthermore, not all communities have had an equal opportunity to access and effectively use this platform for their benefit. Barriers to effective use include insufficient infrastructure, the literacy of the community (reading and technical literacy), the availability of content in the local language, and variations in sovereign approaches to access and use. Further, the digital revolution has had an uneven impact on some communities with respect to eliminating some old jobs and creating other new jobs.

The opportunity we have is to pursue broader access guided by empathic analysis of local needs and appropriate context-sensitive policy deeply rooted in transparency, trust, social justice, and personal dignity. We choose an open and deliberate approach to how we better understand and address the needs of under-represented, underserved, and underemployed communities through every method available to us, beginning with policy.

**A Call to Action:**We call for a more coherent and effective approach to policy, metrics, and transparency that can build the critical trust needed to advance initiatives focused on and more sensitive to the underrepresented and underserved. Broadly defined we are calling for a coordinated approach that addresses each of the key elements in our mission statement below. As Steve Huber stated: *My dream is to achieve persistent - ubiquitous - and consistent internet access on a global scale so it becomes as essential and invisible as air.*

**Mission Statement:**

Our Mission is to “Advance a people-centered internet (1), with an empathic approach (2) to building and sustaining a trusted forum and framework (3) of policy and practices through inclusive collaboration, incentives, and continuous learning (4) aligned with the 17 sustainable goals declared by the UN (5), and validate measurable improvement in the lives of the underrepresented, underserved, and underemployed across our shrinking planet (6).

**Key Elements in the Mission Statement:**

1. **People Centered Internet**:   
   a) *Shift the focus in how we approach technology* from one of “if we build it, they will come” to one that identifies and prominently embraces the service of individuals and communities who have been underrepresented, underserved, or underemployed.
2. **Empathic Approach**:   
   We recognize that even well-informed national, international, or NGO policies risk misunderstanding the true and diverse needs of communities, especially those underrepresented and underserved (Dambisa Moyo, Dead Aid). We propose the following approach to minimize those misunderstandings and provide more effective “localizations of policies and practices”:   
   a) actively and continuously *seek to understand* and address the true needs of different communities, validated through deep dialogue with these communities, bridging language, dialectical and cultural boundaries.  
   b) *Use an empathic approach* at every opportunity to define needs and opportunities between individuals, families, local communities, regions, nations, and global communities.   
   c) *Maintain the* *humility* to understand that different communities that may appear superficially similar are indeed quite different across a broad array of metrics of sociocultural, economic, and political frameworks  
   d) Systematically *sustain empathic listening and design* into evolving solutions through continuous learning, iteration, and evolution.  
   e) Develop, deploy and evolve *validated survey tools* to understand local needs (e.g. modeled after tools such as those referenced here: Abby White et. al., PHII work, etc.  
   f) *Engage all existing stakeholders* (including commercial and policy stakeholders) to bridge from the status quo geopolitical and sociocultural frameworks to more effective models of deployment and use.  
   *g) Address Literacy and Local Language Content:*We need to recognize that simply providing access to internet services achieves very little unless the user has access to information content and services in their native tongue or a language they are literate in.  
    i) *Identify underserved language* communities  
    ii) *Identify underserved content* communities (in native language)  
    iii) *Identify challenges of basic literacy (20% global illiteracy)*  
    iv) *Identify challenges of technical literacy*  
    v)*Identify challenges of health literacy*  
    vi)*Create and communicate approaches and best practices* to address each of these  
   *h) Understand playfulness within a community*and use it as a portal to introduce thrivability beyond survivability. Many examples of initiatives that created resilience through understanding of playfulness exist XXXX (insert examples here)
3. **Build a Persistent Forum and Trusted Process and Framework for serving our mission.**   
   a) *Create a Center for People-Centered Internet* that is inclusive and dynamic based on the mission statement above.  
   b) *Convene* *stakeholders from all communities* to identify opportunities and appropriate policy to advance our mission.   
   b) *Maintain transparency and inclusiveness* to build and sustain trust.  
   c) *Engage and learn from those who drive policy and implementation locally*, to better support local deployment initiatives, without necessarily driving them.
4. **Support Each Policy and Practice Subcomponent of the Mission**:  
   a) *Support Policy Development and Evolution:* Engage policy makers at all levels in ongoing roundtables to create, distill, share and evolve guiding principles, best policies and best practices, and recommendations and tools for how to localize policy to individual communities in their context.  
   b) *Collaborate Inclusively*: Engage existing stakeholders from all sectors: public/private/NGO/community beneficiaries/funders from across the globe. Inclusivity is a critical component of transparency, trust, resilience, and persistence.  
   c) *Align Incentives*: Study and understand existing incentive models at local, regional and global levels within their geopolitical and sociocultural contexts. Understand and develop opportunities to better align initiatives with existing incentive models when appropriate, and develop models for how to shift incentive models when appropriate and realistic. A long term perspective and a cascade of roadmaps with increasing localization (global🡪national🡪regional🡪community) is necessary to support such cultural transformations.  
   d) *Develop Approaches for Research, Education, Curriculum Development, and Continuous Learning*:   
    i) Identify a ‘home institution’ preferably “neutral”, e.g. academic, e.g. Stanford (some early discussions already broached with Stanford).   
    ii) Identify a memorable name for the institute (Doug Englebert was suggested but is already taken)  
    iii) Pursue sponsorship and funding to help staff and support the initiative and each of the subcomponents.  
   e) *Develop a* *repository of ‘best practices’* and useful artifacts. Enable a crowd-sourced, curated database of case studies, best practices, guiding principles, and other useful artifacts, freely accessible to anyone. Curate this dataset and use the equivalent of a “wikipedian in residence” to help users best leverage the content.  
   f) *Use Positive Deviance* for detecting unique successes and applying best practices to other communities when those practices are transferable. Help educate all participants on both the discipline and practice of positive deviance with empathic adaptation of design when ‘replicating’ success. We need to recognize the many profound successes associated with ‘frugal innovation’ where resources are limited, because these are often more easily transferred to similar communities with limited resources.
5. **Align all initiatives and artifacts with the 17 Sustainable Goals declared by the UN:**a) Communicate and Educate participant communities on these goals  
   b) Link every process and initiative to the relevant goals and manage to those high level goals.
6. **Validate and Continuously Improve the Utility of this Initiative:**a) *Seek practically relevant and easily measurable benefits* of specific initiatives1 that impact the lives of the underrepresented and underserved across our shrinking planet, and use validated metrics that align with the UN sustainable goals, whenever possible.   
   *b) Use the framework of Allan McConnell (2010)* to help characterize the nature of each success with his taxonomy of (i) success, ii) resilient success, iii) conflicted success, iv) precarious success, or v) failure.

**Principles Emerging from the Roundtable:**

1. **Interdependencies between the various socio-political-cultural**  and other soft factors are critical to understand so that any ICT initiative is well-informed by these factors as well as their interdependencies on each other, and the interdependencies between these factors and ICT opportunities/projects. (Nagy)
2. **Bridging the gap between citizens and policy makers:   
   Citizen Ownership of data and Governance:**The gap between the beliefs/values/aspirations of a community and the actions of their policy makers appears to have widened in parallel with the technologic advances. Notable exceptions (aka positive deviants) already exist, e.g. digitally augmented governance (e.g. Estonia style of eGovernment), and self-governing of crowd sourced content (Wikipedia). These exceptions inspire us to an optimistic view of how the people-centered internet can emulate similar successful approaches to help close that gap. Citizen ownership of their data is a promising model for closing the gap in healthcare, e.g. eHealth data ownership in Estonia, and the *Open Notes* and *Our Notes* initiatives in the US. Emerging electronic health records that are shared between citizens and their care delivery teams are promising another mechanism for closing the gap and leveling the field for citizen activation for their health vis-à-vis the care delivery system professional monopoly on individual’s data.
3. **Support the Creation of Narratives that Inspire and Compel Action:**The human condition as a whole, and health and happiness in particular, derive from a complex array of personal, familial, social, genetic and environmental inputs. There isn’t a single narrative that best characterizes the needs of any community in general, nor how advancing the access and use of the internet in that community will provide maximal benefits to that community. Accessible narratives that resonate with individual and community values and perspectives are powerful motivators for change. To maximize the success of this initiative, we need to help craft narratives that motivate various constituencies from the level of the individual to ever-enlarging communities, nations, and global initiatives and foundations. Using the empathic approach to understanding what matters to each community will help drive success in the construction of each narrative. We must use these narratives to compel understanding and aspirations for each local initiative through complete transparency into the needs and aspirations of beneficiaries aligned with resources and commitment of policy-makers, funders, and implementers to create and maintain the trust in the entire initiative.
4. **Use the Strategic Triple Feedback Process and Framework** created by Doug Engelbart to manage the iterative understanding of “Why/What/How” to develop strategic approach, implementation, and continuous learning. This approach has been used repeatedly and one advantage is to help de-silo fragmented approaches, e.g. used in “the Singapore transformation”
5. **Use Open Source Platforms and Commercial Off the Shelf Products (COTS)** whenever possible. This approach increasingly is more resilient, supportable, cost effective and higher ROI.
6. **Anticipate the future of Augmented Intellect**, whereby technology will enable a single individual to manage 1000 ‘jobs’ that can only be managed by a single human today.
7. **Local Hands Cultivating Local Expertise:**  We need to support more technical self-sufficiency throughout developing world. Steve Huber: Apply some of the models embodied in the NETWORK STARTUP RESOURCE CENTER (NSRC) participatory development model, local hands cultivating local expertise.
8. **?Use Watson** to help curate the alignment of these initiatives with the 17 UN goals.
9. **Embrace integrative medicine** between western and eastern traditions
10. **Enhance data sharing whenever possible/ethical:**  
    a) Shared data improves health, lowers costs, e.g. reduced false activation of cardiac cathetherization labs eliminates $20,000 USD per event. Better management of infectious epidemics enabled by better aggregation and transparency.
11. **Focus on Women as an Underrepresented AND Underserved Community:**   
    a) Women are disproportionately impacted adversely by economic stressors/crises and dislocations and refugee status from conflicts.  
    b) Women are under-represented in contributing to web, e.g. 10% of Wikipedia editors are women. Other examples here XXXX Monique and Eileen help!!!! (editors note: Children are also worthy of calling out because of the under-representation of their needs and interests. JM) XXXX
12. **Highlight the role of data transparency and accessibility** to citizens is key to citizen participation, patient activation. Need to support social platforms that help support citizens with specific aspirations/goals, e.g. Patients Like Me or Smart Patients.
13. **Frame every discussion embracing both IT and social considerations and the interactions between the two.**
14. **Use naturally occurring events** to highlight the value of this initiative, e.g. managing disease epidemics, supporting response/recovery from national disasters or displacement from wars, etc. These issues can become part of both design and the narrative for compelling action.
15. **Use Federated approach to data sharing whenever possible:  
    a)** Federated data enclaves with credentialed access already exists with great examples of benefit.  
    b) Global Alliance for Genomics and Health will be publishing their approach to Federation in Nature this year.
16. **Permutation of Metcalfe’s law (per John)**The marginal benefit of each new user of the internet within a community RISES with more users, and the marginal cost of implementing the infrastructure for each community DECREASES with each additional user. The critical implication is that there is a tipping point where the marginal benefit/cost ratio becomes extremely favorable, and this initiative must focus on supporting infrastructure to reach that tipping point.

**Assorted Comments:**

1. **Positive deviance examples:** Estonia, Singapore, Rwanda has nationwide EHR with 2% of US spend. Spread from San Diego to Solano county. Estonia spent $10/person over 5 years to develop EHR, HIE, analytics, personalization. Ahmed on Don Berwick, HRSA, 9000FHQCs, 23 million patients total, PCMH (Patient Centered Medical Home) (XXXX need Matis, Mei Lin, and multiple participants to contribute tight summaries of these positive deviants). Cuba per Valerie 1 team (MD, RN, behavioral health worker) for each 150 families, embedded in neighborhoods, longer longevity in Cuba than in US at a tiny fraction of the cost (back to the future…jm)
2. **Identification, authentication, and access are key issues.**
3. Similar to how Singapore hosted the “Law of the Sea” conference, we can sponsor the “Law of the Internet” conference (Editors note (JM) There are many related initiatives to this goal, so many stakeholders must be engaged to create an inclusive organizing committee beyond this initiative)
4. Collaboration is progressing from documents to people to knowledge to empathy.
5. Anil and Nagy contributed a strong evidence-basis for how national policy has a profound effect on the benefits of internet infrastructure and services.
6. There are creative approaches to managing piracy of IP, as in the example of Microsoft products in China (Mei Lin)
7. We need many more LOCAL network engineers, with local hands building local skills. Cisco certifies network engineers in 176 countries
8. We need to foster more hacker spaces and more maker spaces in underserved communities, especially engaging women.
9. We need to practice a reverse mentoring process where the youth ‘digital natives’ come in and teach us about what is going on with their lives - with technology - to acknowledge them.
10. The role of NGOs is critical in the development of policies - practices - and the evolution of the internet.
11. When policy makers are very inclusive, but they ‘hand off’ the plan to implementers, and the inclusiveness ends in HOW the policy is implemented, far too much is lost in translation.   
    a) We need to find a path to support ongoing involvement that is more inclusive during implementation or the technical implementation team will leave the “soft, social, human” aspects of the policy behind. Examples from South Africa (Luci).   
    b) We need to develop “social muscles” so that these policies can more easily scale.
12. Most things that are for people are designed as a last mile strategy - we need a first mile strategy - from the ground up - the user- or people- centered approach.
13. The incentives - were set around the performance of institutions and facilities - we need to start basing performance on a people level vs a facility level.
14. Move away from the input metric - around efficiency - and move to an outcome metric - focused on effectiveness.
15. Our tendency is to reward things in silos - when you do that at the top - it makes it harder to change things at the bottom - we need to do more things together.
16. We need to think more about what data means and how to use it - we need to bring numbers in that drive people to do something - The big government and finance institutions need the data –
17. Get the people to tell us what they need and what they want us to do for the People-centered Internet Initiative
18. Listen from the bottom up vs thinking from the top down.
19. How do we harvest natural empathy and excess compassion to apply to a socially sensitive and effective implementation that maintains human dignity (jm)
20. “Dirty electricity” aka variation in voltage across the power grid is a key hazard. How do we create cleaner energy supply as a key part of this initiative for resilience and sustainability.
21. With the advent of highly graphical MOOCs and virtual reality, the infrastructural requirements for bandwidth will continually escalate. We need to be careful about any assumptions about what is an adequate “floor” for bandwidth that doesn’t perpetuate the isolation of underserved populations from access to internet services (jm).
22. The internet is developing more like a cancer vs a healthy organism.
23. What about a model of growth - has anyone considered the natural order of biological development - looking at a cell or development of brain tissue?
24. In the body of humans - we have 14 meridians - each carrying the same energy but having different function - so think about this - should we separate the internet into different channels similar to how TV started?
25. ?Is it possible to use an amnesty international approach to educating high-control national policy regimes to transform them into more open high productivity regimes?