



# Acknowledgements

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## Background

Web for Development (Web4Dev) is the web community of United Nations professionals focused on applying internet related technologies as tools for the achievement of the Millennium Development Goals (MDGs). The community also includes representatives of NGOs and of countries with an interest in using new communication and information technologies as tools for social development. Its members regularly share information and experiences online and meet annually to exchange best practices and discuss key issues involved in the process. Annual conferences contribute toward maximizing the effectiveness and impact of UN system organizations' online communication, outreach and engagement strategies.

The specific objectives of Web4Dev are:

- Fostering an intergovernmental dialogue, exploring existing similarities between UN and national governments with relevant background on Internet use as a development tool, as well as potential complementarities and joint actions;
- Exploring learning opportunities, knowledge sharing, and best practices exchange between UN and national government participants on designing and implementing integrated web policies, regulatory frameworks, engagement strategies and online expressions;
- Improving coordination and synergies within the UN Web System, aiming at a more efficient "Delivering as One" online.

The first Web4Dev conference took place in Washington D.C. in 2003 and focused on several issues, with special attention attributed to web development. This event was followed by the Web4Dev conference in 2005, also in Washington D.C., which put an emphasis on value added web content. Web4Dev 2006 was held in New York and examined issues such as the role of information and communication technologies (ICTs) for development and digital inclusion. The following conference in Nairobi addressed the concept of "Delivery as One" in the web to maximize the achievement of MDGs. Web4Dev 2009 took place in New York and focused on two main subjects – innovation and knowledge sharing – pointing out the need for common policies and standards. Web4Dev 2009 further developed the idea of "Delivery as One" as an opportunity to develop synergies among different stakeholders. The 2009 meeting also introduced three cross-cutting themes to the Web4Dev agenda and execution: New Media, Greening and Innovative Partnerships.

By focusing on institutional web governance and transparency applied to innovative service delivery, Web4Dev 2010 was developed to make a substantial contribution to the debate on how to ensure a common voice and a strong institutional image in a federation of organizations with a certain degree of autonomy, like the UN agencies. These challenges are shared by national governments and their wide range of web initiatives from different administrative bodies, requiring further coordination efforts.

# Introduction

The United Nations, UNESCO, CEB Secretariat, UNFPA and UNCTAD decided to host the sixth annual edition of Web4Dev from the 25<sup>th</sup> to the 26<sup>th</sup> of February 2010 in Brasilia, Brazil. Petrobras, the Brazilian Internet Steering Committee (CGI.br), the Brazilian Network Information Centre (NIC.br) and Fundação Padre Anchieta/TV Cultura were also key partners in the organization of the Web4Dev Conference.

The objective of the Web4Dev 2010 annual conference was to highlight two main themes: governance and transparency, as well as the opportunities and challenges posed by Internet 2.0 (social networks, blogs, Twitter and others). Web4Dev 2010 brought together global thought leaders and innovators from the United Nations, government web units, academia, the private sector and civil society to focus on the value of strategic partnerships, innovation and new technologies. Among the speakers were the representatives of UN agencies, Google, Globo Television, the Wikimedia Group, the World Bank, Greenpeace, Save the Children, the Brazilian Government, etc. Approximately 150 participants attended Web4Dev in Brasilia and another 1,400 from 34 countries followed the live webcast. Web4Dev 2010 marked the first time the annual conference was held in Latin America.

The process of preparing the agenda for the conference initiated with the creation of a core organizing committee. Representing the interests of the UN system, experts from UNESCO, UN Chief Executives Board Secretariat, UNCTAD, and UNFPA set the direction and priorities for Web4Dev 2010. Two major themes were presented and discussed during the conference: 'Governance: Web Strategies and Management' and 'Innovative Dialogue and Mobilization'. Roundtables and workshops were organized around each of the two tracks. UN's web reform agenda was also addressed from a country-level perspective, seeking for synergies in terms of web presence and strategies within UN agencies and between the UN and national governments.

On the 24th of February 2010, UNESCO hosted a pre-Web4Dev 2010 event by organizing a workshop for Brazilian government officials and an additional workshop for UN agencies in Brazil.

## Opening

Web4Dev 2010 began with a brief presentation from Mr. Ulisses Lacava, National Communications Officer from UNFPA. Mr. Lacava introduced the main themes of the conference: governance and transparency on the web as well as opportunities and challenges of Internet 2.0. He stressed the importance of substantially contributing to the debate of how to ensure coherence and coordination of many different agencies belonging to the UN system.

Representatives from five Web4Dev 2010 organizational partners then greeted the participants and individually expressed their particular area of interest during the conference. Mr. Harold Robinson, the Representative of UNFPA in Brazil, stressed the importance of avoiding digital exclusion. The Director of the New Media Division from Fundação Padre Anchieta and TV Cultura, Mr. Ricardo Mucci, discussed providing education TV and internet programs and ensuring the secure, safe use of the internet in Brazil. Mr. Diniz, a Manager from CGI.Br and NIC.Br, spoke about how the web needs to prioritize social development and be managed by a set of principles which can be summarized by universal access. Mrs. Evalda Maciel, a Consultant of Social Projects from Petrobras, highlighted the need to discuss web strategies to enhance actions for the protection and guarantee the rights of children and adolescents. Finally, Mr. Vincent Defourny, the Director of the UNESCO Brasilia Office, emphasized that the UN agencies in Brazil should implement the concept of delivering as one, speaking as one, and the relevance of the United Nations in a country like Brazil.

### **Keynote Speaker: Using the Web to Scale Software for Development**

As the Director of Datadyne, Mr. Joel Selanikio presented Datadyne's flagship project called Episurveyor. Datadyne built a web-based system to design data collection forms for phones and scale it everywhere at once. Episurveyor works by creating forms online and entering data via mobile phones. Once data is entered in forms via mobile phones, they are then uploaded back to the website. The creator of each system has control of the data unless he/she chooses to share it. Episurveyor began with the collection of public health information, but currently 25% of the projects using the

tool are being used in other areas. Episurveyor doesn't teach one about statistics, sample size, indicators, epidemiology, etc., so the process needs to be organized by someone who understands these issues.

## Governance: Web Strategies and Management track

The Governance track followed-up on discussions from previous Web4Dev Conferences and addressed Web strategies, governance and management within complex, decentralized institutional environments, as well as how such elements respond to transparency and information access challenges. Special attention was paid to the UN Reform ("Delivering as One" on the Web); the track includes discussions on how to improve online services to address different needs from distinct audiences.

### **Roundtable 1: How organization's web strategies and management policies can impact their development goals**

The first roundtable for the Governance track consisted of four speakers along with one moderator to discuss how web strategies and management policies can impact an organization's development goals.

The Executive Director from the Communication Initiative Network, Mr. Warren Feek, spoke about using digital and/or web technology to accelerate development action. He related his own experience with the Communication Initiative Network which takes science, service, social policy, organization and voice, and norms and culture to create an impact. The Communication Initiative Network's takes strategic thinking, peer review, horizontal linkages, partnership process, and real time knowledge and information to create change.

Mr. Diniz from the W3C Brazilian Office then spoke on the strategic vision of CGI.br regarding the role of the web involving two aspects: CGI.br as responsible for web governance in Brazil and CGI.br as a web user. CGI.br regulates the quality and efficiency of the services offered on the internet, ensures free and fair competition among the internet providers, and guarantees the maintenance of adequate rules of conduct of users and providers. The main points of the Brazilian governance model are multilateral participation, democratic process, and transparency.

As a Member of the Board of Trustees from Wikimedia, Mr. Ting Chen spoke about the self-organized governance on Wikimedia project. Some characteristics of the Wikimedia projects and their communities are that they are very diverse, mostly quite anti-authoritarian and egalitarian, and the organizational governance evolved while the project grew. The fundamental values of the Wikimedia projects and their communities are to work for a common goal, have project autonomy, be transparent, have mutual respect between the community members and be bold. The purpose of a website decides how the community interacts with each other and what its governance looks like. Each project defines its own policy.

The Founding Partner of WelchmanPierpoint, Lisa Welchman, spoke primarily on web operations management. She discussed the plight of web managers who are bogged down with maintaining the organizational Web presence, and not figuring out how to enable various themes (eradicate hunger, improve maternal health, reduce child mortality, etc.). Regarding governance, she suggested to make a framework (discuss and approve it online), recommend transformative Web policy (get some attention), and start on setting standards.

The Senior Communications Officer from the World Bank, Mr. Paul McClure, touched briefly on a few things that the World Bank is doing with regard to governance. The World Bank established a governance council, a web program office, new content working groups, a social media strategy, and a new web team structure. In addition, it upgraded the editorial quality of its site and developed a beta website.

### **Innovative solutions workshop: Presentation of case studies on track 1**

For the Innovative solutions workshop, six case studies were presented by representatives of the public sector, private sector, and inter-governmental organizations.

Silvia Sardinha is the Director of the Internet Department from Secretary of Communications within the Presidency of the Republic of the Brazilian Government. Mrs. Sardinha presented the new Brazil portal which is aimed at the Brazilian citizen and offers access, dialogue and space for participation. The aim of this initiative is to provide Brazilians with a feeling of belonging, pride and knowledge of their own country.

The Corporate Communications Multimedia Manager from Petrobras, Patricia Fraga de Castro e Silva, spoke about Petrobras' experiences with social projects. She stated that digital communications are an essential vector for Petrobras' social and environmental responsibility initiatives. Petrobras supports social projects that not only help drive development with equal opportunities but also value local potential. Petrobras also sponsors actions on a cultural policy with social reach that affirms the Brazilian identity. Finally Petrobras supports initiatives aimed at environmental protection and at the dissemination of ecological awareness - both essential pillars for sustainable development. In each initiative it engages in, Petrobras seeks to encourage social protagonism, developing people who can become agents for transformation in their reality.

Mrs. Lenny Merino Jimenez, Regional Communications Coordinator for the Latin American and the Caribbean Office of Save the Children, presented the results of the regional video contest called 'Say Yes to Technology'. The video contest encouraged adolescents to produce a video on self-protection guidelines in situations of violence in the virtual environment and to promote the use of ICTs. The objective of the contest was to promote critical peer thinking using a shared language and the same tools that expose them to potential risks, and disseminate a culture of safe and responsible use of ICTs throughout the web.

The Senior Advisor for Knowledge Management from PAHO/WHO, Mr. Marcelo D'Agostino, presented the Pan-American Health Organization's strategy with Web 2.0 as well as its vision of information and knowledge management. All the 30 original sites for each office were consolidated into one template using collective participation and using similar URLs. Each site now has its own content, but with a standard navigation model.

Mrs. Sondes Ben Chagra, the Corporate Infomaster and Web Designer from the African Development Bank, presented the new portal of the African Development Bank (AfDB). By taking a more centralized approach, the AfDB portal has more harmony in the content style and the structure, less content duplications and inconsistencies, and the web site design is coherent. However, the current challenges are the difficulty to motivate units to provide content, need for communication to justify editorial decisions to each unit's experts, and each unit relies on communication to do the work.

The Chief of the Web Coordination at UNESCO, Mr. Stephen Roberts, finalized the presentation of case studies by discussing UNESCO's new portal. The new portal has a new CMS to handle six languages, quick access, slogan, multiple fonts, video embeds, footer, branding, toolbar, RSS feeds, resources, modular content and legal information.

### **Keynote Speaker: Achieving Transparency through Proactive Disclosures**

As the Director from the Office of Information Policy at U.S. Department of Justice, Mrs. Melanie Ann Pustay spoke primarily about proactive disclosures and the US Freedom of Information Act. In the United States, Congress carved out four categories of records which must be made available to the public: Final Opinions & Orders, Statements of Policy & Interpretations, Administrative Staff Manuals & Instructions, and Frequently Requested, or "Hot Topic" Records.

### **Governance Track Rapporteur Wrap-up**

The Web is the principal channel for information and communication. Everyone agrees on the importance of availability, transparency and accessibility, but even more important is its role in social development. It is an essential vector for socially responsible initiatives. The Web is a powerful transformation tool for change. Where there is great power, there is great responsibility which explains why we are discussing governance. The web is constantly evolving and there is lots of experimentation. Today people are mentioning Facebook and Twitter, but five years from now things will be different.

The web connects people, institutions and events toward a common goal. Today we are using the data and tools for development and the pursuit of the MDGs. It brings people together and shows the importance of partnerships like Web4Dev 2010. In order to be effective, the web has to be easy to use and low cost. An effective web strategy can lead to a multiplying effect toward active participation for a common objective.

It is interesting to highlight the differences between selecting a horizontal structure versus a centralized structure. Whereas Wikipedia promotes equality and mutual respect, other examples such as the African Development Bank and UNESCO use a centralized approach that is more harmonious, avoids duplication, and reduces individual control.

The most important thing that can be done on the web is to provide quality content. It comes down to the needs of the user. Organizations should meet those needs with data and tools to move forward.

What links the Governance initiatives together is the concern from each organization of how to use the web to reach the public. Most of the institutions use traditional media as a channel to reach the public, but now they must change their behaviour. To reach the public doesn't mean to eliminate the role of the press, but the press now has new roles based on the changes introduced by the internet.

Institutions must adapt themselves to having direct contact with the public. Adaptation promotes changes in each organization's internal structure which will cause resistance at the decision-making level. The web is not addressing technology, but the consequences of the use of technology. Now the discussions are centred on the structure and the cultures that the internet is generating within each organization. New modes of communication will require the need for a change in values. The web represents not only a tool and electronic gadget, but a transformation mechanism. The web is global and without borders. The key question is how can the internal structure and culture of organizations be changed?

## Innovative Dialogue and Mobilization track

Track 2 mainly addressed delivery experiences and best-practices in innovative Web applications for promoting public dialogue and mobilizing target audiences on and offline. Presenters were selected not only from UN Agencies, but also from national governments, civil society and private sector with relevant web strategies. This track also focused on social media and Internet-related technologies (Facebook, blogs, Twitter, YouTube, etc) applied to the United Nations and other public agendas. Issues from Track 1 (web governance, transparency/ethics) were also applied as cross-cutting references.

### **Track 2: Innovative Dialogue and Mobilization**

#### **Roundtable 2: Internet 2.0 fostering development: concepts, strategies and challenges**

Mr. David Galipeau, Chief of Web Communications at UNCTAD and the Knowledge Management Team Leader for the Asia-Pacific Region (UNDP), opened the roundtable by stating that it's not technology but rather the application of knowledge that divides developed and developing nations. Although discussions tends to focus on technology and internet access, these are only facilitators. Knowledge, transferred and shared by any means possible is the deciding factor for progress and empowerment. Importantly and most recently, social media is the latest cross-platform channel that promotes participation, collaboration, sharing knowledge in a cheap and easy way.

Ms. Livia Barton, the Online Marketing Strategist from the World Bank, presented the World Bank's new strategy for their web portal. The implementation plan focuses on the audience's needs and offering the best online source of development knowledge. The development of this new strategy initiated from an unsatisfactory web audit. The audit led to the development of an internal proposal, the establishment of a web governance council, a staffing survey, a site review and remediation, and finally a pilot site (climate change). Other innovations include a blog platform, an application programming interface (API), an iPhone application, partnerships with organizations such as Google, Data Finder, and a beta social collaboration platform prototype known as SCOOP.

Mr. Ricardo Mucci, the New Media Division Director from the Fundação Padre Anchieta and TV Cultura, presented a few innovative, multi-platform initiatives that the organization had been developing over the last three years. The Padre Anchieta Foundation has various media initiatives such as television and radio stations, magazines, web TV and internet sites. Highlights of the Padre Anchieta Foundation include: Roda Vida, Education Almanac, Secure Internet, Culture Connection, the Cultural Centre of the Electoral Justice, and Campus Party.

Ms. Sabrina Galeno was directly involved in the “Brazil Point to Point” Campaign to create the Brazilian Human Development Report 2009/2010. The Campaign utilised several new innovations in its preparation: open consultation, written for the general public, differentiated products, and a new Human Development Index (HDI) proposal. The Report was prepared by organizing public meetings in seven cities with representatives from the UN system, federal government and media; visiting municipalities with the worst HDIs; conducting a survey; and establishing a site. The campaign resulted in 500,000 valid responses, 160 volunteers and several university partnerships, and large dissemination.

Mrs. Marlei Pozzebon, an Associate Professor at HEC Montreal, presented innovative Latin American projects in the area of social mobilization and social inclusion. The social use of web-based technologies is influenced by three main aspects: availability of and access to infrastructure and basic skills, citizens’ adoption of technology in their daily life, and the social use of web-based technologies by communities in local environments. Innovative models for the social use of web-based ICT were the Brazilian Social Network for Sustainable and Fair Cities, the community banks network and the Banco Palmas, and the Amazonia project.

### **Roundtable 3: Social network tools fostering development**

Mrs. Soad Sommereyns is Coordinator for Special Projects at the News & Media Division within the Department of Public Information (DPI) at the United Nations. Initiated by the Department of Public Information, the New Media Task Force (NMTF) is developing an official set of guidelines for the purpose of both educating staff that are unfamiliar with new media tools and helping those who are already engaged with new media to use such tools as effectively as possible. New and social media have huge potential to help the UN, and a failure to engage now will mean missing opportunities in the present and struggling to catch up with this inevitable shift down the road. Social Media and Development Efforts at DPI include using Facebook, YouTube, Twitter, SMS messaging, user-created videos, and blogs.

The Director of Social Projects Management from Globo Television, Mr. Albert Alcouloumbre, spoke primarily about Globo Television as well as a large Brazilian fundraising campaign called Crianca Esperanca. It is important for Globo Television and its fundraising efforts to develop an effective communication strategy and policy using social media. The overall challenge is to build relationships with people in an adequate and effective way.

Mr. Ivo Corrêa, the Policy Counsel at Google Brazil, introduced various Google initiatives with social networks. The internet is about connections to other people to trade information quickly. Social networks can be an important tool to ensure that people are aware of what an organization is promoting. An effective way of reaching the target audience can be through apps. Tools have to be fun, useful, relevant and integrated.

Mr. Mark Cardwell, the Online and Multimedia Chief at UNDP, presented UNDP’s social network tool to foster social development. UNDP Teamworks is a new social tool for professionals working in development to share stories across the world. Teamworks has all the features of a typical social network, but in a protected space that allows experts to participate and learn.

### **Innovative delivery workshop: Presentation of case studies on track 2**

For the Innovative Delivery workshop, six case studies were presented by representatives of the public sector, private sector, the civil society, and inter-governmental organizations.

Mr. Mark Cardwell discussed UNDP’s approach to technology. UNDP recently shifted their web content management toward usability by making things fun and easy to use, creating a more efficient “what you see is what you get” user experience, and promoting creativity within IT and design guidelines. UNDP also upgraded their digital asset

management with trendsetting usability. The focus is to get the target audience to engage with UNDP, so UNDP uses social media tools such as Wikis, blogs and RSS feeds every step of the way. In addition, every page on UNDP works on a mobile phone.

Mr. Miklos Gaspar spoke about his experiences as a Web Manager from the International Trade Centre in implementing a new content management system (CMS). The objective of the International Trade Centre is to put in place a CMS that will deliver internet in phase one and then intranet, extranet and platforms in phase two. The process involves establishing a strategy, then creating a governance structure, allocating resources to fulfil requirements and then implementing the plan. Finally, Mr. Gaspar spoke of the benefits of the UN having one CMS and one user profile among all the UN sites.

Mrs. Clelia Maury, the Marketing and Fundraising Director at Greenpeace Brazil, presented Greenpeace's use of the web and social networks in mobilizing individuals. Greenpeace uses social networks to promote environmental debate, consolidate support, provide incentives for political participation, and garner financial support. In their campaigns, the organization uses Twitter, blogs, and websites with differentiated and updated content for rapid mobilization for action.

Mr. Olivier Puech, the Publications & New Media Coordinator from OECD, spoke about his experience with the OECD Development Centre and WikiGender.org. The Development Centre helps policy makers in OECD and developing countries find innovative solutions to the global challenges of development. Activities can be monitored through Twitter, Facebook, Youtube, Flickr, Slideshare, and Issuu. Wikigender.org is a project to facilitate the exchange and to improve the knowledge about gender-related issues around the world. Wikigender has a large community using it; user-friendly interface; open source collaboration; interaction with gender equality; updated information by professionals; and right platform to share knowledge on gender issues.

Ms. Carina Mendonça Pimenta, a Manager at Ashoka, spoke about her organization's activities as the world's largest working community of more than 2,300 leading social entrepreneurs in 63 countries. Ashoka selects the most important social change ideas and supports the entrepreneurs behind them. Ashoka also integrates and connects people and ideas in order to build an 'eco-system' of initiatives that support the fast-growing social needs of the world. Ashoka promotes online collaborative competitions to encourage individuals to address any social problem and drive change.

Ms. Paula Collet, a Brazil Field Coordinator at 350.org, spoke about 350.org's activities in the growing global climate movement. 350.org is a network of partner organizations coordinated by a team of youths from around the world to promote climate action. Communication efforts for campaigns involve Facebook, Twitter, websites, email, Flickr and Youtube. The results are more than 5,200 actions at 181 countries.

### **Rapporteur's final wrap-up**

Web4Dev is important because it brings ideas from the UN agencies to the general public. Web4Dev also provides an opportunity to solve problems that arise due to changes facing the participating organizations. Communication is not merely a complement of governmental activities or activities from organizations such as UN agencies, but communication is also synonymous with power. Power is defined by conditioning the way people think and act.

Social media is just a set of tools that support the development and growth of social networks. The key elements of social networks are human beings. The challenges of social networks arise from deciding on how to deal with people. No one quite knows what makes one social network succeed. Since people are different from one another, it is hard to generate a "one-size-fits-all" rule.

More focus should be given to the sharing of experiences. All experiences should be shared; even the unsuccessful experiences that should be just as important as the successful ones.

Value is in the network and not the software. Putting networks together is creating environments for people. It is important to ask questions such as how organizations can transform from a hierarchical institution into an

environment where people can circulate and information can flow. The network has a fundamental role in gathering and processing knowledge. The Web4Dev network can raise awareness of the role of the web in organizations such as the United Nations. Web4Dev will produce results that will lead to the reformulation of opinions and the internal culture of the organization. The issue of decision-making resistance from management is natural because of the internal culture. Culture responds to reality and can be changed with information. There is a synergy between the United Nations and the web because they are global and have no borders. Both have the ability to deal with the issues of the local and the global. The key questions is how to effectively manage networks in organizations.

### **Debate/Discussion Panel: 'UN and Social Media - Where should the focus be?'**

Mr. David Galipeau described the changing landscape of the internet over the past few years, but focused primarily on the importance of receiving comments and feedback on the draft of the Guidelines for Social Media. An open invitation was made to the Web4Dev community to participate in the formulation of the document so that it can be submitted to the CEB Secretariat meeting in June 2010.

Mr. Warren Feek introduced two major issues facing UN agencies. The first challenge for UN agencies is the government relationship when the people can all communicate amongst themselves. Currently a UN agency must go through the government to get to the people. Now people can all now communicate directly with each other using the internet. Issues around technical assistance, policy development, etc. have been modified because the UN still has to report first directly to the government. The second challenge facing UN agencies is processes that undermine an organization's efforts. Unfiltered news can be easily received by people. To tackle both challenges, it is important to use the basic abilities of the UN: convening power to work with a network, picking and choosing best methods from various sources, focusing on quality technical assistance, and taking small steps that lead to big trails.

Mrs. Lisa Welchman discussed the importance of accepting change within an organization. Her core message was for organizations to decompress and diversify their roles. The Web4Dev community needs leaders that can make an organization's initiatives relevant. Technology should not be the focus, but rather the people within a global network. Two key questions are:

- Who are the leaders that can bring the strategic message of what needs to happen in the organization?
- How can organizations sort out the vast amounts of information being produced?

## **Conference Conclusions**

During the first day of the Web4Dev conference, presenters addressed the balance of serving both stakeholders and citizens with useful and timely information, while at the same time raising awareness of each organization's activities. Traditional media still plays an important role. Traditional media as well as face to face contact will continue to play an important role, but social media platforms offer channels to expand and compliment traditional forms of knowledge sharing and advocacy. This is the nature of social media and social networking activities online.

These changes need to be mirrored within local governments, international organizations such as the United Nations, non-governmental organizations, and even corporations - changes that use the web as a new dissemination tool which allows direct contact with the public. The web is global by nature and has no boundaries. Online channels do not only utilize modern technology but leverage these powerful technologies to create new methods to 'discover' knowledge.

Even though industries and institutions are going through the necessary structural and organizational modifications, true knowledge sharing faces stiff resistance at the behavioral level of acceptance, information work flows and decision-making. The reluctance to change is not only due to the 'newness' of the web, but also include the generational, educational and cultural differences that support the security issues with the current and older workforce.

The Governance track was able to showcase divergent opinions and outline results of knowledge and experiences concerning web for development. Now the main challenge is to continue to pursue innovative solutions to overcome

the barrier of creating information through this new world-wide aspect which will enhance the need of value modifications within institutions.

The second day of the conference focused on activities developed by organizations for innovative dialogue and mobilization. Communication plays the key role in these endeavours and cannot be seen as a mere complement of multiple activities developed by various institutions. The main challenge discussed during the dialogue and mobilization track is how to create and manage social networks inside organizations. Investing in people is a crucial foundation for any effective development strategy concerning social networks since social media is supported in social networks, and people are tools that feed these social networks. The creation of leadership positions to coordinate and promote a local web-based program is essential and diversity of perspectives, experiences, skills and beliefs need to be taken into account.

It is necessary to assess successes and failures and learn from them. Not all practices and lessons are positive, but the lessons learned from even less than successful programs may allow others to evaluate, adapt, and implement programs that benefit from others experiences.

It is important to note that before preparing and entering any material, the UN agencies must have a clear understanding of priorities that embrace Millennium Development Goals. There is a huge flow of information circulating in the internet. When managing any UN website, any material that is brought to wide public attention needs to be in accordance with the local government's overviews and internal policy. The United Nations is responsible to ensure the type, sensitivity and quality of information that is displayed to avoid real political implications and the possibility of harming the existing rapport between the United Nations and the local government.

The web is the principal channel for information and communication. Technology is a facilitator for sharing knowledge. Good technology is cheap and easy to use, but it should also be fun, integrated and useful. People seem to be focused on the technology, but it is more important to focus on the message and the content.

Nowadays individuals have a huge selection of means to communicate. Each individual has a point of view and social networks are a means to connect the dots. Social networks can induce wide scale change. They offer a means to speak out and mobilize individuals to do something.

The web has an important role in social development. It is an essential vector for social responsible initiatives. Data is empowering. The web provides individuals with tools for change. It facilitates in organizing campaigns, movements, etc. which can provide a multiplying effect. Of course, technology should be available, transparent and accessible to the user.

Tools such as email, Twitter, Facebook, blogs, internet TV, Orkut, Flickr, webcasts, Skype, Wikipedia, etc. exist because they effectively meet the needs of individuals, organizations, etc. It is important for organizations to meet these needs to develop a long term relationship with the user. Organizations need to find out needs, create dialogue. In addition, it is necessary to constantly be updating, experimenting and innovating. Innovation creates opportunities.

It is also important to create an effective process to develop these tools of empowerment. Social networks need their own strategy. Not just develop these tools, but to use them. The tools must be foolproof – make it hard to make mistakes. This subject was touched upon with internet security because organizations always have to remember the content provider/end user.

The web connects people, institutions and content toward a common goal. The tools are meant to facilitate with dialogue and mobilization, but we can't forget that meeting the needs of individuals with quality content can have a profound effect on their lives. In the end of the day, we are all sharing ideas to solve problems – in this case, the MDGs. Thus, stressing the importance and urgency of initiatives like Web4Dev.

## Next Steps

The organizing committee for this event witnessed what has been a trend for several years in Web4Dev -- a widening horizon of interests across the membership coupled with a need to address more specialized functions (and focus) on behalf of individual members.

It is clear that convening once a year for two days -- while valuable -- is barely sufficient to meet the growing needs of this community. Future initiatives need to build on our success in attracting interested and committed professionals and to use that energy productively. By harvesting the wide-ranging interests of its membership, Web4Dev can define a more sustainable structure that meets individual interests while addressing broadly based issues. What is now required is a pragmatic approach, aimed at maintaining the relevance of the Web4dev community in order to further its impact beyond the scope of an annual event.

An underlying assumption is that Web4Dev is a community as much as it is a conference and that concrete outcomes can be achieved through the skill and motivation on display each year by participants. Building on the conclusions of the 2009 conference, discussions on the community's future continued between members of the organizing committee and key participants. These discussions addressed fundamental areas of the Web4Dev's future:

1. The core aims, membership criteria, outputs and outcomes, the mandate of the community, its structure and issues of funding;
2. The immediate needs of its longstanding membership, which primarily include an online platform to support ongoing coordination and knowledge exchange. The formalization of links with related communities.
3. Access to all conference documentation accumulated since 2003.

A refined definition of the community, its mandate and membership is enclosed within the annex. These definitions forge a new direction and represent next steps to be followed in the coming months.

**One proposition is for the community to organize itself around special interest groups**, defined by functional areas of expertise that address web for development issues. There are several such knowledge networks, informal yet thriving within the community, while others overlap or are led by closely related networks. Since the common need is to share knowledge, it follows that the coordination and outreaching needs of the Web4Dev community receive equal emphasis. Some areas of growing interest demonstrate a potential for closer coordination and synergy within the Web4Dev community, including: **social media; usability; accessibility; mobile applications; web services / APIs; content, open source and web governance**. While related, other functional areas may be viewed as essentially cross-cutting, beyond our immediate domain and therefore best addressed by recognizing the expertise of established networks. Areas that may benefit from coordination with such networks include, among others: communication strategy; innovation; knowledge management; ICT for development and cyber-security.

Key to this approach is the **establishment of the Group Lead** position. In turn, it is planned for this structure to be supported by the **new post of Community Coordinator**. The Terms of Reference for each role is presented within the annex. These changes reflect the need to grow and to position the community where it belongs, within the wide-ranging activities of UN system development organizations. Steps are being taken to identify sources of financial support and to introduce this structure over the coming year. **We now seek volunteers to fill the position of Group Lead**. (See Annex C). Successful implementation will, in turn, depend on the interest demonstrated by the community.

The Web4Dev mailing list will be decommissioned shortly and replaced by a community portal, to be made accessible on the Ning platform, via: **web4dev.org**. **This site now replaces all previous conference websites**, so those eligible (see Annex C) are free to register. In addition, all presentations accumulated from all Web4Dev conferences will shortly be made available. Meanwhile, the Web4Dev Community Coordinators welcome your feedback and suggestions and look forward to receiving offers to host **the next conference, in 2011**.

# Annex A – Agenda

## Thursday 25 February 2010

### Track 1: Governance: Web Strategies and Management

#### 9:00-9:20 Opening Session

- [Vincent Defourny](#) - Director, UNESCO Brasilia Office
- [Harold Robinson](#) - Representative of UNFPA in Brazil
- [Evalda Maciel](#) - Consultant of Social Projects, Petrobras
- [Vagner Diniz](#) - Manager, CGI.Br and NIC.Br
- [Ricardo Mucci](#) - Director, New Media Division, Fundação Padre Anchieta and TV Cultura

#### 9:20-10:00 Keynote Speaker

- [Joel Selanikio](#) - Director, Datadyne

#### 10:00-10:15 Break

#### 10:15-12:00 Roundtable 1: How organization's web strategies and management policies can impact their development goals

- [Warren Feek](#) - Executive Director, Communication Initiative Network
- [Vagner Diniz](#) - Manager, W3C Brazilian Office
- [Ting Chen](#) - Member of Board of Trustees, Wikimedia
- [Lisa Welchman](#) - Founding Partner, WelchmanPierpoint

Moderator: [Paul McClure](#) - Senior Communications Officer, World Bank

#### 12:00-14:00 Lunch

#### 14:00-16:30 Innovative solutions workshop: Presentation of case studies on track 1

- [Sílvia Sardinha](#) - Director of Internet Department, Secretariat of Communications, Presidency of the Republic, Brazilian Government
- [Patricia Fraga de Castro e Silva](#) - Manager of Multimedia, Corporate Communication, Petrobras
- [Lenny Merino Jimenez](#) - Regional Communications Coordinator for the Latin American and the Caribbean Office of Save the Children
- [Marcelo D'Agostino](#) - Senior Advisor for Knowledge Management, PAHO/WHO
- [Sondes Ben Chagra](#) - Corporate Infomaster and Web Designer, African Development Bank

Moderator: [Stephen Roberts](#) - Chief, Web Coordination, UNESCO

#### 16:30-16:45 Break

#### 16:45-17:45 Keynote Speaker: The importance of web strategies for access to information, transparency and accountability

- [Melanie Ann Pustay](#) - Director, Office of Information Policy, U.S. Department of Justice, U.S. Government

#### 17:45-18:15 Rapporteur's wrap-up

- [Vincent Defourny](#) - Director, UNESCO Brasilia Office
- [Carlos Castilho](#) - Journalist
- [Glen Hertelendy](#) - Consultant, UNESCO

18:15-20:00 Welcome reception

## Friday 26 February 2010

### Track 2: Innovative Dialogue and Mobilization

9:00-10:30 Roundtable 2: Internet 2.0 fostering development: concepts, strategies and challenges

- [Paul McClure](#) - Senior Communications Officer, World Bank
- [Livia Barton](#) - Online Marketing Strategist, World Bank
- [Ricardo Mucci](#) - Director, New Media Division, Fundação Padre Anchieta and TV Cultura
- [Sabrina Galeno](#) - Consultant, UNDP - Campaign "Brasil Ponto a Ponto"
- [Marlei Pozzebon](#) - Associate Professor at HEC Montreal

Moderator: [David Galipeau](#) - Chief, Web Communications, UNCTAD

10:30-12:00 Roundtable 3: Social network tools fostering development

- [Ms. Soad Sommereyns](#) - Coordinator for Special Projects, News & Media Division, Department of Public Information, United Nations
- [Albert Alcouloubre](#) - Director of Social Projects Management, Globo Television (Criança Esperança)
- [Ivo Corrêa](#) - Policy Counsel, Google Brasil

Moderator: [Mark Cardwell](#) - Chief, Online and Multimedia, UNDP

12:00-14:00 Lunch

14:00-16:00 Innovative delivery workshop: Presentation of case studies on track 2

- [Mark Cardwell](#) - Chief, Online and Multimedia, UNDP
- [Miklos Gaspar](#) - Web Manager, International Trade Centre
- [Clelia Maury](#) - Marketing and Fundraising Director at Greenpeace Brazil
- [Olivier Puech](#) - Publications & New Media Coordinator, OECD
- [Carina Mendonça Pimenta](#) - Manager, Ashoka
- [Paula Collet](#) - Brazil Field Coordinator, 350.org

Moderator: [Alwyn Greer](#) - Head, Electronic Publishing Unit, UNHCR

16:00-16:30 Break

16:30-18:00 Debate/Discussion Panel: 'UN and Social Media - Where should the focus be?' and Rapporteur's final wrap-up

- [Warren Feek](#) - Executive Director, Communication Initiative Network
- [Lisa Welchman](#) - Founding Partner, WelchmanPierpoint
- [David Galipeau](#) - Chief, Web Communications, UNCTAD
- [Carlos Castilho](#) - Journalist

Moderator: [Vincent Defourny](#) - Director, UNESCO Brasilia Office

Wrap-up sessions

These will allow information exchange between the two discussion tracks and "bridge the gap" between policy and practice; they will also contribute to the event documentation process and should be registered adequately.

## Annex B – Presentations

Ulisses Lacava, National Communications Officer from UNFPA

The sixth Web4Dev annual conference marks the first time it is held in Latin America and the 2010 edition is promoted by UNESCO, CEB, UNCTAD, and UNFPA in partnership with Petrobras, CIC.br, NIC.br, the Padre Anchieta Foundation and TV Cultura. After inviting the five opening speakers to the table, Mr. Lacava introduced the Web4Dev conference as the meeting of the community of UN web professionals created in 2003 with the aim of optimizing efficacy and resources on the internet on the UN system. The themes that will be discussed during the conference are governance and transparency on the web as well as opportunities and challenges of web 2.0 services such as social networks, blogs, Twitter, etc. The objective of the conference is to substantially contribute to the debate of how to ensure coherence and coordination of many different agencies belonging to the UN system.

Mr. Harold Robinson, Representative of UNFPA in Brazil

After thanking the organizers and acknowledging the speakers at the table, he congratulated UNESCO for the initiative of UNESCO to bring the web4dev conference to Brazil. He stressed the importance of the internet as an important tool to ensure and democratize the access to information to knowledge which is key to equality. However, reaching the potential of the internet is not something that happens on its own. The technological advances are ever bigger and faster due to Internet 2.0 (social networks, mobile phone access) that brings advances, but also brings extra risks due to broadening access possibilities instead of eliminating the lack of opportunity. How can we avoid digital exclusion and ensure equal access at all levels in a way that we have the possibility of achieving a web that may contribute access to knowledge instead of increasing the distance between those that have knowledge and those that are marginalized? We should be developing examples of models for the internet to achieve the MDGs.

Ricardo Mucci - Director, New Media Division, Fundação Padre Anchieta and TV Cultura

Mr. Ricardo Mucci from TV Cultura was not just participating in Web4Dev 2010, but also broadcasting the event over the internet through the organization's website. Fundação Padre Anchieta and TV Cultura are leading the campaign for the secure, safe use of the internet in Brazil. The Padre Anchieta Foundation has widened its responsibility as well as its focus and use of its message to bring quality and respect to viewers, especially children. The organization has worked and taken part in many different conferences and seminars in these initiatives. TV Cultura is the oldest educational network in Brazil. It is the main provider of educational channel programs. TV Cultura programs will always support initiatives that aim to improve the quality assuring that internet, knowledge, and education is accessible to a higher number of people.

Vagner Diniz - Manager, CGI.Br and NIC.Br

After greeting the members of the panel, Mr. Diniz stated that the participation and support of the event means that CGI.br and NIC.br are fully aligned with the understanding that the web is extremely relevant and important for social development and access to information. The web needs to be managed by a set of principles which can be summarized by universal access – “web is for all”. The web is present everywhere and in everything. It should be organized according to standards and accessible to all kinds of people. The web needs to be reliable for their users. The web belongs to multiple authors and readers. The web needs to prioritize social development. The major challenge is being able to answer if our institutions are able to meet the principles of a universal web.

Evalda Maciel - Consultant of Social Projects, Petrobras

After greeting the panel and thanking for the opportunity to participate, Mrs. Maciel mentioned that Petrobras is the largest company in Latin America and invests the most on social responsibility in Brazil. From 2007-2012, Petrobras has earmarked 1.3 billion Reais for social programs. Some of Petrobras' strategic actions are the division of information for citizenship and strengthening of social action networks. Within the social programs, Petrobras has supported 80 projects for communication for development. Among them, 60 are digital inclusion centres in 19 states of the country. Other projects are the National Centre for Cyber-crime Reporting. Petrobras' social work is based on three lines of action: guarantee the rights of children and adolescents; the generation of income and jobs; and education for professional qualification. Guaranteeing the rights of children and adolescents is also Petrobras' theme for international work. Mrs. Maciel would like to discuss strategies to use on the web to enhance actions for the protection and guarantee the rights of children and adolescents.

Vincent Defourny - Director, UNESCO Brasilia Office

After welcoming the participants, Mr. Defourny mentioned the importance and relevance of the Web4Dev meeting. The idea of the Web4Dev conference is more about discussion, building things together, and trying to explore new areas of collaboration to bring institutions closer to people and to the issues. Web4Dev should be an informal setting to be able to do things with a lot of creativity and imagination. The UN agencies in Brazil should have a discussion on delivering as one, on speaking as one, and on the relevance of the UN in a country like Brazil. We have to invent new ways for the UN to be present and relevant. The web is the most powerful transformation tool in a country like Brazil. How can we bring the web to the citizen and put what we are saying into practice? Web4Dev should be about doing and implementing. How can we move forward? How can we change our institution? How to make our organization more relevant to the citizen in Brazil and in the world?

## Keynote Summaries

### Using the Web to Scale Software for Development

Joel Selanikio - Director, Datadyne

The first Keynote Speaker presented Datadyne's flagship project called Episurveyor. Episurveyor is like Gmail for data collection. To 'be like Gmail', one just needs a browser to have email, one doesn't need an IT department or a Consultant, and many more people have email. The major ICT trends of the last 20 years are: simplifying things so that people can do it themselves, putting software online so that it's available everywhere without installation, and using online distribution to drastically lower costs. Everyone uses web applications now to scale all kinds of useful software worldwide at very low cost. Except in international development, where companies usually build and implement software one country at a time.

Datadyne decided to build a web-based system to design data collection forms for phones and scale it everywhere at once. Episurveyor works by creating forms online and push to common mobile phones. Then the forms are filled in and then uploaded back to the website. For the majority of users, there would be no meetings, costs, consultants, contracts, and permissions.

Datadyne is financed by the UN Foundation and Vodaphone Foundation; companies that want customized reports, companies that want training, support, etc.; organizations that want new features built; and organizations that collect and store a lot of data. Episurveyor is very successful with more than 10,000 records uploaded every month and with over 130+ NGOs, 100+ universities and ten UN agencies. The users of Episurveyor are hundreds of individual practitioners and providers. Episurveyor is the fastest adoption ever of any public health software.

Four examples of organizations that experienced successful initiatives with Episurveyor were presented: JSI, Kenya Ministry of Health, Tulasalud, and the Ontario Government. Datadyne have been recognized with various awards and prizes.

Some major questions were asked to the audience:

- Is your software easy enough to be used without consultants or programmers? As easy as Facebook? If not, why not?
- Is your software online, so that anyone in the world with a browser can start using it immediately? Like Gmail? If not, why not?
- The web is the greatest tool ever for scaling software easily and at low cost. Where are the web applications for global health and international development?

Mr. Selanikio ended the presentation with an invitation for people to try it out at [www.episurveyor.org](http://www.episurveyor.org). For any questions, it is possible to write to [info@datadyne.org](mailto:info@datadyne.org) or to [support@datadyne.org](mailto:support@datadyne.org) for tech support.

### Achieving Transparency through Proactive Disclosures

Melanie Ann Pustay - Director, Office of Information Policy, U.S. Department of Justice, U.S. Government

Mrs. Pustay spoke primarily about proactive disclosures and the Freedom of Information Act. Proactive disclosures are an essential element of the American commitment to open government. They create an informed citizenry by disclosing records which reveal “the operations and activities” of government. They also efficiently satisfy public demand by allowing agencies to make information available to many people at once without having to process repeated – or any – Freedom of Information Act (FOIA) requests.

In the United States, Congress carved out four categories of records which must be made available to the public without a FOIA request. The United States Attorney General “strongly encourages” discretionary disclosures beyond the statutory minimum.

FOIA websites are typically the means by which the US makes these records available, often through virtual “Reading Rooms” or other public document libraries. Regardless of format, proactive disclosures should be made online to ensure rapid distribution of information. FOIA’s proactive disclosure provision is that all federal agencies in the United States must routinely make four specific categories of records available for “public inspection and copying. Subsection records must be provided to the public automatically and routinely. Timely disclosure is paramount.

The four categories of records are Final Opinions & Orders, Statements of Policy & Interpretations, Administrative Staff Manuals & Instructions, and Frequently Requested, or “Hot Topic,” Records. Final opinions, including concurring and dissenting opinions, as well as orders, made in the adjudication of cases. Final Options & Orders are final, adjudicatory, and precedential. Policy Statements and Interpretations are those statements of policy and interpretations which have been adopted by the agency and are not published in the Federal Register. Policy Statements and Interpretations are adopted by records which reflect an agency’s actual policy and provide the author with the power to speak for the agency. Staff Manuals and Instructions are administrative staff manuals and instructions to staff that affect a member of the public. Staff Manuals and Instructions affect the public by excluding records of purely internal significance and provide internal records of staff. The final category, Hot Topics, are records processed and disclosed in response to a FOIA request that “because of the nature of their subject matter, the agency determines have become or are likely to become the subject of subsequent requests for substantially the same records”.

There is a “fifth” category of Proactive Disclosures in which the United States Attorney General’s FOIA Guidelines call for a significantly increased focus on discretionary disclosures, including: systematically posting information before waiting for a FOIA request, and using technology for enhanced and timely disclosure. Agency websites are the ideal mechanism for disseminating this information.

Proactive disclosures should always be posted on agency websites. President Obama and Attorney General Holder direct United States agencies to use modern technology to provide information to the public – including by posting records online. At a minimum, subsection (a)(2) records created by agencies after November 1, 1996 must be provided electronically.

A “general index” must accompany proactive disclosures. This means that records should be organized in a manner which suits the citizens who use the website, records should be identifiable and easy to locate, and agencies should apply a user-friendly approach in structuring their websites.

Proactively disclosed records are not automatically disclosed in full – FOIA Exemptions and procedures still apply. Discretionary disclosures may be handled according to normal FOIA procedures. To ensure the accuracy and timeliness of information provided on agency websites: it is necessary to conduct quarterly website reviews; archive or delete outdated information; and coordinate within the agency to identify records for posting and to achieve consistent and thorough presentation of information.

## **Track 1: Governance: Web Strategies and Management**

### **Roundtable 1: How organization's web strategies and management policies can impact their development goals**

Web4Dev 2010

Warren Feek - Executive Director, Communication Initiative Network

Mr. Feek spoke about moving digital to the centre of development strategy. The Problem is that present development strategies – UN and others - are struggling to have significant effects at significant scale: more than a billion people eat fewer than 1,900 calories per day; subtract China from the picture and the heyday of the Green Revolution saw global hunger increase by 11 percent; in South America hunger grew by 20 percent despite impressive gains in output driven, in part, by improved crop varieties; Africa exported 1.3 million tons of food a year in the 1960s, but today it imports nearly 25 percent of its food; (over past 10 years) there has been an increase in the number of people in Africa living on less than USD 1.25 per day; new HIV infections outstrip ARV supply by 5 to 1.

The Opportunity is that Tanzania Subscriber Base is now 13 million – up from 2 million four years ago, Kenya mobile phones have a 39% penetration rate and expected to rise to 66.7% by 2013, and Ghana mobile phones were 383,000 in 2002 and increased to 10,242,916 at the end of 2008. Why are these and other such numbers/trends so important? Not because of the technology itself. Not because we have the finished article. Not because the UN and other development agencies can reach more people with their messages – the ultra modern poster, brochure or PSA! But because democratised knowledge, prominent voices of those most affected, social networks, public debate, critical analysis from a range of perspectives, and inclusive organisation are all vital to any effective change process. And because better policy results from wider engagement in policy formulation. Finally, because digital/web technologies have these inherent capacities that are required to accelerate and improve the impact of overall development action on the core priority issues. Capacities that can accelerate strategies based on some proven and demonstrated change principles at significant scale. Leaders of social movements such as Gandhi, Martin Luther King, Jr., Nelson Mandela, etc. had no web or digital tools, but the same change strategy.

The Communication Initiative Network takes science, service, social policy, organization and voice, and norms and culture to create an impact. Its mission is convening the communication and media for development community for more effective local, national, and international development action. The idea is to take strategic thinking, peer review, horizontal linkages, partnership process, and real time knowledge and information to create change.

Some of the key strategic principles include:

This is increasingly a socially networked world – organisations will be complemented by networks – The CI is a network. Accurate and well written summaries of knowledge shared by the network – there is information overload – in that context it adds significant value when there is knowledge that can be quickly read, digested, and assessed.

There is general agreement that too much of development is vertical with unconnected issue “silos” – The CI process is structured in its strategy and activities to ensure that people working on one issue are linked to and can learn from those working on other issues – and vice versa.

This is increasingly a digitally connected world – the business of development will more and more be done through mobile and web technologies – The CI is part of that movement.

The nature of development knowledge is changing – it is increasingly democratised – now knowledge can flow from all parts of the development spectrum – from small, local agencies to leading academics to all other parts – The CI acts as nexus for this process.

Horizontal communication will increasingly trump hierarchical communication – whether related to development issues or within, between, or about agencies - this is and will be a horizontal world.

These 6 strategic principles are inherent in all work undertaken by The Communication Initiative.

#### Internet Steering Committee in Brazil (CGI.br)

Vagner Diniz - Manager, W3C Brazilian Office

Mr. Diniz spoke mostly on the strategic vision of CGI.br regarding the role of the web involving two aspects: CGI.br as responsible for web governance in Brazil and CGI.br as a web user. The characteristics of the web are globalization, connection, mobility, accessibility, and availability. CGI.br has ten different principles for the governance and use of the internet: liberty, privacy and human rights; democratic and collaborative governance; universality; diversity; innovation; web neutrality; web responsibility; functionality, security and stability; standardization and interoperability; and a legal and regulated atmosphere.

CGI.br was created in 1995 and modified in 2003 to meet the initiatives of internet service in the country to ensure the quality and efficiency of the services offered, ensure free and fair competition among the internet providers, and guarantee the maintenance of adequate rules of conduct of users and providers. Mr. Diniz went on to mention some relevant dates and statistics of internet usage in Brazil compared to the rest of the world.

The main points of the Brazilian governance model are multilateral participation, democratic process, and transparency. The web is part of a social and organizational development strategy through means in which one can deliver services, engage with the public, and enable a structure recover and reutilize data. The web should be universal and transparent.

#### Self organized governance on Wikimedia projects

Ting Chen - Member of Board of Trustees, Wikimedia

Some characteristics of the Wikimedia projects and their communities are that they are very diverse, mostly quite anti-authoritarian and egalitarian, and the organizational governance evolved while the project grew. The fundamental values of the Wikimedia projects and their communities are to work for a common goal, have project autonomy, be transparent, have mutual respect between the community members and be bold.

The purpose of a website decides how the community interacts with each other and how its governance looks like. Each project community knows at best what fit for its cultural and project background. So each project defines its own policy. Project wikis are also the primary discussions and problem solutions platform. In discussion about issues the community members should be equal. The Wikimedia projects are by far not ideal, and it must adopt changes with the changing environment and necessity.

#### Web Governance in a Crowd

Lisa Welchman - Founding Partner, WelchmanPierpoint

A crowd has a force, it can be chaotic, it can be organized and it can change things. The Web4Dev Community is a crowd. Web Operations Management has guiding principles, formalization of authority, web governance framework, web policy, web standards, web program management, web product management, web analytics, web usability, and strategic business metrics. Web Governance Framework details the organizational mechanisms through which Web Governance related policies and standards are set, maintained, and enforced as well as enables collaboration by cutting down on project by project decision making "noise". Web Policy is the basic set of legal, compliance-related, editorial and technical constraints for Web development and it protects the organization from the risk of operating online and ensures that Web projects are appropriate and in line with the mission. Web Standards are specific instructions regarding how to develop for the Web that enable fast and independent development by expressing clear rules for development.

Web managers bogged down with maintaining the organizational Web presence; not figuring out how to enable various themes (eradicate hunger, improve maternal health, reduce child mortality, etc.). What people have is knowledge of how to use the Web in order to quickly and deeply disseminate information, raise money, and share data, etc. as well as the vision and skills to invent and implement \*shared\* global tools.

Some prescriptive action and questions are:

Can YOU (Web people) reinvent the way the UN work gets done? Is there an unanswered call for leadership? Does Web4Dev have a unified voice to the UN community? Are you informing at a senior enough level how you can help the organization meet its goals or are you seen as "Webmasters? Does the rest of your organization know that the web is the best TV, Printing Press and Telephone the world has ever seen?

Regarding governance, it is suggested to make a framework (discuss and approve it online), recommend transformative Web policy (get some attention) and start on setting standards.

Paul McClure – Senior Communications Officer, World Bank

The World Bank set up a governance council that deals with the web to meet quarterly to discuss web issues. The World Bank also set up a web program office which is tasked with a corporate wide role of developing the web. The World Bank also took stock of all the sites they had and eliminated about 2/3 that were unmaintained and forgotten about. The editorial quality was also reviewed and whether people are maintaining their content. A beta website was established using the climate change site. Working groups are being set up to talk about the new content sections of the new website. All content will need to be tagged so that it can flow across the site and not remain in separate silos. A social media strategy for the institution as a whole has been established. The decision was made to make a new content management system. Organizationally, the web team is divided into four groups: technology, governance, editorial and multi-lingual.

## **Innovative solutions workshop: Presentation of case studies on track 1**

### The Brazilian government portal

Silvia Sardinha – Director of Internet Department, Secretary of Communications, Presidency of the Republic, Brazilian Government

Mrs. Sardinha presented the new Brazil portal which was launched on the 10<sup>th</sup> of March, 2010: [www.brasil.gov.br](http://www.brasil.gov.br). The new portal is aimed at the Brazilian citizen. A study was taken to find a range of content to address Brazil in its many different areas. The content is all fragmented and using language that is not always adequate to the target audience. The focal point was to make the content accessible to all. Studied other major portals abroad to find out how other governments conveyed information to their citizens and applied the information to the Brazilian portal. The new portal offers access, dialogue and space for participation. The participation of the citizen is important so that he/she can see the environment as a public space and not a governmental space. The government is going into a web communication mode to listen to the citizen and enhance public management. It is an initiative from the public sector aimed at citizens to generate a feeling of belonging, pride and know their own country. The portal will offer news which is of interest to the civil society.

### Governance: Web Strategies and Management

Patricia Fraga de Castro e Silva - Corporate Communications Multimedia Manager, Petrobras

Petrobras is a Brazilian company with operations in 28 countries. It is the 4th biggest energy company in the world. It is also a signatory of the UN's Global Compact since 2003 and the only company in Latin America on the Compact's board. Petrobras is listed on the Dow Jones Sustainability Index for the fourth year in a row. It is 4th place among the world's most respected companies and one of the world's top 100 most sustainable companies.

Digital communications are an essential vector for Petrobras' social and environmental responsibility initiatives. For Petrobras, it is fundamentally important to allow the public to have access to its content in a democratic, transparent manner. Therefore, the company strives to make accessible its digital environments, which are developed to allow the inclusion of people with special needs.

Petrobras' sponsorship policy is organized around continuous programs that define the company's operating strategies and priorities in the social, environmental, and cultural areas. The Internet is the main channel to democratize access to the company's sponsorship policy. Instructions regarding the programs are made available and entries made over the Web. This is Petrobras' opportunity to come into direct contact with the people that undertake actions that can transform realities. In 2008 alone, Petrobras invested some R\$556.8 million in upwards of 2,300 social, environmental, sporting, and cultural projects.

Petrobras supports social projects that not only help drive development with equal opportunities but also value local potential. Petrobras also has sponsorship actions on a cultural policy with social reach that affirms the Brazilian identity. Finally Petrobras supports initiatives aimed at environmental protection and at the dissemination of ecological awareness, essential pillars for sustainable development.

The Web offers Petrobras a national reach, both to promote and to accept project entries. Petrobras offers interactive media to allow proponents to be able to clear doubts and learn how to develop their projects. In cultural projects, chats

are held with specialists in each sponsorship line. For the social projects, Petrobras provides a Virtual Caravan. This tool is an online call centre that helps proponents from all over the country to develop their projects. This initiative was a great hit. During its first year in operation, 8,000+ people were assisted by the Virtual Caravan.

Petrobras is such a firm believer in digital media, that it has included a specific Digital Culture sponsorship line in the Petrobras Cultural Program. A few examples of sponsored projects are Overmundo, Canal Contemporâneo, idança.net, Porta Curtas Petrobras and Portal Literal.

In each initiative it engages in, Petrobras seeks to encourage social protagonism, developing people who can become agents for transformation in their reality. A video called "Nós do Morro" was presented with one of these stories: [http://www.youtube.com/watch?v=4jBShv\\_wqPk](http://www.youtube.com/watch?v=4jBShv_wqPk)

#### Say YES to TECHNOLOGY! Regional video contest

Lenny Merino Jimenez - Regional Communications Coordinator for the Latin American and the Caribbean Office of Save the Children

#### Institutional Background:

In 2008, Save the Children Sweden decided to include the prevention of violence against adolescents in virtual environments within its regional protection program. In 2008, seven Latin American organizations with support from Save the Children Sweden and ECPAT International established the Network for the Rights of Boys, Girls and Adolescents to the Safe and Responsible Use of ICTs (Information and Communication Technologies). In 2008, the civil society organization, Chicos.net with support from Save the Children Sweden launched the national pilot "Say Yes to Technology. Connect responsibly" initiative. This project showed great potential to link various social players interested in promoting the safe and responsible use of ICTs. In 2009, with support from Save the Children Sweden, the Say Yes to Technology competition spread to the Latin American region.

The main motivation for the Say Yes to Technology contest is because new media have created new ways for adolescents to socialize. However, there is also the emergence of new types of violence related to Information and Communication Technologies and lack of mechanisms to protect the rights of Latin American adolescents. ICTs may spread violence but can also help to spread self-protection guide.

Currently there is a lack of spaces where adolescents can reflect about the risks and possibilities of ICTs, lack of awareness among adolescents about the meaning (intent) of a story or narrative created in cyberspace, and lack of awareness among adolescents on the impact of public messages in a virtual environment. In addition, there are only adult-centred safety recommendations and protection guidelines relating to situations of violence faced by girls, boys and adolescents in cyberspace. Finally, there is a digital generation divide - girls, boys and adolescents are more skilled than adults in using ICTs. Their experience with even the same tools is otherwise. Young people have a different way of reading the media.

The objective of the contest is to promote critical peer thinking using a shared language and the same tools that expose them to potential risks, and disseminate a culture of safe and responsible use of ICTs throughout the web. The primary target audience of the contest is adolescents from seven regional countries between 12 and 18 years and the secondary target audience is teachers, school officials, government authorities, Internet provider companies, and cybercafé managers.

Save the Children found a solution by first using Google/YouTube. Google's sponsorship has provided legitimacy to the initiative. Home-made videos are a key element of the campaign. Youtube provides a virtual familiar space that is (almost too) natural and instinctive, and to which adolescents are already used. Anything may be filmed and uploaded. Save the Children Sweden hold that for a project to be attractive to the boys, girls and adolescents from our region, we must talk to them in their own language. The Say Yes to Technology regional contest lays down the foundations to involve adolescents in creating their self-generated contents on self-protection guidelines in situations of violence in the virtual environment and to promote thinking about the use of ICTs (web 2.0) as the main subject matter of reflection. The contest provides a framework for the message and the target audiences (contest organizers and other girls, boys and adolescents). The partner organizations provide the know-how for adapting the contest to their own

styles (regional versions). Save the Children Sweden provides the regional structure for the partners to adapt their message locally.

The rules for the competition were that the participants had to fill out the form, be 12 to 18 years old, and in groups from two to four members. The video itself had to be one to three minutes on a topic with some of the aspects of the safe and responsible use of technologies. Video could be produced using any technique and resources available for homemade video making, including cellular phones, photo cameras, webcams, etc.

There were two stages to the competition: a national competition (First stage) and then a regional contest (Second stage). There was an evaluation of three runners up from each country and three regional winners. The three winning videos were then re-masterized by a production studio and disseminated for peer to peer learning, contest dissemination, improving children and adolescents' technical skills in video production, and to trigger changes in public policy making and practice aimed at including this topic in the public agenda.

The jury consisted of participating countries' professionals, organizing institutions, NGOs, communication science practitioners, and adolescents involved in boys, girls and adolescents' rights initiatives.

The accomplishments of the contest were:

- Final video showing children's active participation through drama, script writing and creative message drafting. Girls, boys and girls willing to create and produce videos.
- Education through leisure activities and training in using media. Young people reflect on how news are produced, photographs are altered, information is handled and manipulated, and about Internet copyright compliance and piracy.
- Young people reflect based on a video making experience (cultural product): "It is true technology brings positive things but we must know how to use it well. And when abuses those good things technology brings, it can become a vice, and all vices are bad. So when (technology) become a vice, it is bad". (Victoria Day –Labarden School – Argentina)
- The safe and responsible use of information and communication technologies is discussed in the region's public agenda.
- Audiovisual material is ready to prepare pedagogical contents. Peer to peer learning. Winning videos will be shown in schools and movie theatres, and other venues to boys, girls and adolescents: "It is a lot easier for kids to listen to, understand and accept their peers than their parents or teachers who are used to telling them what they must and must not do. And part of being an adolescent is to rebel against that. So there is a great value in kids saying "we are aware of that" and telling other kids too". (Laura Serra –Educ.Ar NGO – Argentina)
- Protection issues advocacy based on the analysis of video contents parallel to forums with research experts. The conclusions will be used to prepare proposals to Foster national and international public policy changes to encourage the protection of children and adolescents. Evidence-based policy making. In Argentina the government of the city of Buenos Aires has declared the contest is of "national interest".

For the contest, 400 videos were submitted and 1,500 adolescents participated. A lot of publicity was gained via internet (web, YouTube, Facebook, fan pages, partner web pages and blogs), television, and radio. The lessons learned during the contest were:

- ICT companies willing to join social initiatives with a creative and innovative approach.
- Networking with partners was crucial to design projects (campaigns) with a regional scope and leverage the impact of good ideas.
- Include impact indicators from the onset to determine measure of success.
- Trust adolescents to do surprising things beyond adults' imagination.
- Use icons and speak the language of our target audiences (corporate, services, showbiz, and audiovisual language).

Marcelo D'Agostino - Senior Advisor for Knowledge Management, PAHO/WHO

About PAHO/WHO;

PAHO's vision on Information and Knowledge Management;

About Knowledge Management and the Web in PAHO/WHO;

PAHO Web 2.0 Strategy

Conceptual model; The evolution... from "1.0" to "2.0" and "keep walking..."; PAHO Web and Technical Cooperation, the example of PAHO/WHO Brazil Country Office;

Conclusions:

- Connecting People, Institutions and Content in the Information Society to improve Public Health is our goal with the web for 2010-2011;
- The web is the principal channel for information dissemination and for communications (Two ways) with our audiences and with the public in general;
- We are not alone, we are part of a network of Health Workers, Public Health portals, content and Information Sources;

Lessons learned:

- Collective participation in the process of implementing this corporate strategy was key and vital to achieve the expected results of the project
- The use of virtual collaboration tools cut costs and time
- Creating multidisciplinary Web teams in each entity adds quality content production
- The flexible methodology allows greater commitment, greater participation, steady work and new ideas, recognizing, valuing and highlighting the intellectual capital of the Organization;
- The active participation of the Representative, Centre Director or Manager is a major factor for the success of the project.
- The participation and integration of technical staff, strengthens each Site as a Tool for Technical Cooperation.

Next steps:

- Web 2.0 and Public Health;
- Web 2.0 and eHealth;
- Semantic Web and inter-operability;
- Content Strategy and Certification of high quality health content;

The African Development Bank website: One year after the revamping

Sondes Ben Chagra - Corporate Infomaster and Web Designer, African Development Bank

What happened before we get here?

- Several attempts to improve the web site
- Unstable architecture: frequent interruptions, timeout, slowness
- There was no clear view who was leading on the web site, IT, Communication or the units.
- Content posting was decentralized
- Content was outdated, inconsistent and unavailable on the web site
- The Bank was playing low profile on e-marketing

What happened after the 2008-2009 revamping exercise?

- 1,584,682 visits came from 231 countries/territories.
- 7,833,457 pages viewed
- 810,486 unique visitors
- 65.31% increase in the number of visits, 129.33% increase in the number of pages viewed and an increase of 68.74% in the number of visitors.
- 4 prizes granted to the web site
- The Bank is now on Social Networks (Facebook, Twitter)

What is impacting the web site?

- The institution's culture and work organization
  - Reluctance to provide content
  - Fear to interact with the audience
  - Interference of the hierarchy in the daily web site management
- The web site interaction with the other communication services and products
- AfDB content quality
  - Lack of resources with web editing skills
  - Most of the content sent for posting on the web site is not web friendly
  - The Bank's information system is not ready for an automatic integration in the web site
  -

Centralized vs. Decentralized, one year later

Strengths

- More harmony in the content style and the structure
- Less content duplications and inconsistencies
- The web site design is coherent

Challenges

- Difficulty to motivate units to provide content
- Need for communication to justify editorial decisions to units experts
- Units rely on communication to do the work

How are we moving on?

1. We did clearly define the roles, the responsibilities and the process around the web site
  - AfDB Web site Governance
  - Web and extranets policy
  - Web Editorial Policy
  - Identify missing resources
2. We will listen to them, they are our target audiences
  - Feedback forms, comments
  - Blogs
  - Discussion forums
  - Surveys
  - Workshops
3. We need to go get them
  - E-newsletters
  - Notifications
  - RSS
  - Search Engines
  - Links exchange
  - Communication tools

- Social Networks
  - ...
4. We need to meet their expectations
- Keep content up-to-date, consistent and web friendly
  - Set more focus on operations
  - Synthesize content
  - Integrate Bank's databases

#### Web4Dev Innovative Solutions

Stephen Roberts - Chief, Web Coordination, UNESCO

The UNESCO website began 1995 and the portal began in 2003. There are currently more than two million pages indexed in Google with 135 thematic websites, 25 services & informational websites, 25 field office websites and more than 200 Content Providers.

#### Timeline:

2003 Create CMS user interface v.1  
 2004 Build content for all sectors and field offices  
 2005 Launch CSS user interface v.2  
 2006 Implement 2nd CMS for non-Latin languages  
 2007 Launch six language portal  
 2008 Consolidate content into one CMS begun  
 2009 Creation and launch of new user interface v.3, partnerships for video and content licensing for promotion.  
 2010 Archiving of old content, deployment of multimedia  
 2011 Push into social media and web presence outside of website.

#### Web workers:

1 central coordination team (5 persons)  
 Editorial team: 10 people  
 Video / Multimedia : 3 people  
 6 Sector Teams: 20 people  
 Field Office Teams: 30 people  
 Central Services: 5 people  
 IT Infrastructure: 2/3 administrators  
 TOTAL: 75 WebWorkers

#### Challenges:

- Content Sprawl
- Quality Control (Editorial, SEO, Accessibility)
- Multilingualism
- Traffic plateau
- IDN/National domains
- Hosting / High Availability

The new user interface has quick access, slogan, multiple fonts, video embeds, footer, branding, toolbar, RSS feeds, resources, modular content and legal information. Three examples of features from the new portal are from the World Heritage site, partnership with Nokia, and UNESCO TV.

### **Track 2: Innovative Dialogue and Mobilization**

#### **Roundtable 2: Internet 2.0 fostering development: concepts, strategies and challenges**

### Knowledge divides countries

David Galipeau – Chief, Web Communications, UNCTAD

Knowledge divides developing and developed nations. Discussions tend toward technology. Technology is a facilitator. Social media really is brand new. It is a buzz word and it is about participation, collaboration, sharing knowledge in a cheap and easy way.

### Redefining the web for development

Paul McClure - Senior Communications Officer, World Bank

Livia Barton - Online Marketing Strategist, World Bank

Getting content to our audience is easy right? We end up with conflict instead of collaboration. The World Bank has developed a new strategy that is audience-centric. The implementation plan consists of focusing on the audience's needs and offering the best online source of development knowledge. This leads to positive results with a brand that is credible, transparent and unique.

The change occurred due to an unsatisfactory web audit. This audit led to the development of an internal proposal, the establishment of a web governance council, a staffing survey, a site review and remediation, and finally a pilot site (climate change). The next steps are to engage the web community via requirements gathering and stakeholder outreach and then launching the new site sections in 2011/2012.

#### Innovations:

- The new web model (the pilot site) consolidates topic sites into one site. This beta site was developed to demonstrate a model for cooperation between units.
- Another innovation is the development of a blog platform. The platform provides a place for Bank experts to share their knowledge, while getting important feedback and comments from their stakeholders.
- The application programming interface (API) provides a means for users to obtain free and open data and indicators from the World Bank. Anyone can build applications using World Bank data.
- In March, the World Bank will be launching an iPhone application that uses its indicators.
- Partnerships with organizations such as Google have led to positive results.
- Data Finder allows users to find, search, share and interact with key development data all in one place. It is possible to use world maps to visualize and compare 17 key development indicators country by country and year by year.
- The World Bank launched a beta social collaboration platform (SCOOP) prototype. It was co-developed between IT and business units and it allows staff to quickly locate the expertise they are looking for across the organization. It is a key enabler for decentralization. Once open to external partners, SCOOP will be a vehicle for the Bank to leverage external expertise, and collaborate with other institutions.

The Bank has hosted and sponsored several events that bring together online developers, development practitioners, and social web workers to create new tools for international development, as well as address the role of social media and technology in development. It has also engaged with social media networks such as Twitter, Facebook, Flickr, and Youtube.

### Innovative experiences of the Padre Anchieta Foundation

Ricardo Mucci - Director, New Media Division, Fundação Padre Anchieta and TV Cultura

The Padre Anchieta Foundation has various media initiatives:

TV Cultura: public television station

TV Rá Tim Bum: subscription TV station dedicated to children

Rádio Cultura Brasil: Brazilian music radio station

Rádio FM: background music radio station

TV Univesp: Virtual University of Sao Paulo station

Multicultura: premium channel of TV Cultura programs

IPTV Cultura: web TV

Mbaraka: dance and classical music magazine

Portal TV Cultura: 11 subportals and 180 programs (in 11 months, more than 8 million visitor and 34 million page views)

Highlights of the Padre Anchieta Foundation include:

Roda Vida: pioneer of Internet transmission in 2008. In May 2008, Twitter users were invited to participate in the studio. In September 2008, the transmission was participative using Flickr and web cameras. In December 2009, the new site had 120 programs with Luís Carlos Prestes, Fernando Sabino, Zilda Arns, Tom Jobim, Mario Vargas Llosa, José Saramago and Gay Talese. There are 2,000 users from 20 countries.

Education Almanac: It is a cross-media program dealing with diverse themes such as politics, economics, behaviour, ecology, sports, history and science. It proposes a different way to educate. The site offers full programs with blogs, media, forum and learning advice.

Secure Internet: It is an initiative with CGI.br to provide information on the benefits and risks of the global network.

Culture Connection: Its objective is to promote internet users of internet cafes and LAN houses to access qualified content that develop education, professional development and cultural information. Culture Connection is a prize that is given to internet cafes and LAN houses that demonstrate positive initiatives.

Cultural Centre of the Electoral Justice: Four internet sites to showcase culture and electoral information.

Campus Party: TV Cultura has participated in this event since its inception. Campus Party is one of the most important events of technological innovation, internet and electronic entertainment.

#### 'Point to Point' Brazil Campaign

Sabrina Galeno - Consultant, UNDP - Campaign "Brasil Ponto a Ponto"

The presentation focused on Sabrina's experience with the Brazilian Human Development Report 2009/2010. The new Brazilian Human Development Report (HDR) had several new innovations in its preparation: open consultation, written for the public, differentiated products, and a new HDI proposal. To prepare the HDR: public meetings were organized in seven cities; meetings were organized with representatives from the UN system, federal government and media; ten of the municipalities with the worst HDIs were visited; an invitation was sent to 4,009 post-graduate courses; managers and radio news stations received invitations; a survey was conducted on the UNDP and the Volunteer portal; and a hot site was established.

An important question proposed to the public was 'what needs to change in Brazil so that your life to really improve?' The message of the campaign was that 'everyone knows about their lives and has a point of view; let's connect all the points of the country; point to that which needs to be improved; point by point; to which point we need to arrive; to be a country; more just; Brazil Point to Point – your point of view for a better country.' [www.brasilpontoaponto.org.br](http://www.brasilpontoaponto.org.br)

The main partners of the Brazil campaign were volunteers, State Education Secretariats, TIM (a mobile phone operator), Natura, Globo network, MTV and the internet website. The campaign resulted in 500,000 valid responses, 160 volunteers and several university partnerships, and large dissemination. The themes chosen were values of life, education and violence.

#### Innovative web-based models for social inclusion and citizen mobilization

Marlei Pozzebon - Associate Professor at HEC Montreal

Underlying assumptions - vision inspiring our research on the social use of ICT

Development as freedom

First published in 1999, Development as Freedom is a book focused on international development and written by Nobel Prize-winning economist Amartya Sen. Development consists of the removal of various types of unfreedoms that leave people with little choice and little opportunity of exercising their reasoned agency. Development is concerned with enhancing the lives we lead and the freedoms we enjoy. Individual freedom is, however, a social commitment. Development is a social commitment that seeks the expansion of people's capabilities and opportunities.

Given the privileged place occupied by ICT – information and communication technologies – in everyday life, particularly with the emergence of web-based and collaborative technologies, one important question we can ask is: How to mobilize and to take advantage of ICTs to create/expand people's capabilities and opportunities worldwide, and particularly in developing countries?

#### Social use of ICT and development

The social use of web-based technologies is influenced by three main aspects: availability of and access to infrastructure and basic skills, citizens' adoption of technology in their daily life, and the social use of web-based technologies by communities in local environments. All governments should create policies to stimulate the social use of ICT.

Innovative models for the social use of web-based ICT are the Brazilian Social Network for Sustainable and Fair Cities, the community banks network and the Banco Palmas, and the Amazonia project.

#### Citizen mobilization: The Brazilian Social Network for Sustainable and Fair Cities

The network of cities is an emergent and inspiring citizen movement, truly South American. It is coherent with a world trend nowadays of rethinking social problems from a "city" level. The first initiative was in Bogotá, "Bogota Como Vamos" in 1997. In 2010, there has been the consolidation of movements in several South America cities (Bogotá, Medellín, Cali, Cartagena, Córdoba, Mendoza, Buenos Aires, Bariloche, Lima, Quito, Cuenca, Valdivia, Assunção, etc.), including an expressive Brazilian participation with more than 30 cities.

One example is the Nossa Sao Paulo Movement. Launched in 2007, the movement aims at developing a political, economic and social force that can gain the commitment of society and successive governments to an agenda and a set of targets designed to enhance the quality of life of São Paulo's inhabitants. Approximately 600 civil society organizations (community leaders, civil society organizations, companies and citizens) have participated. It is a non-partisan, interfaith movement, with no chairman or executives. It's based on a network model and expands as such. The purpose is to transform São Paulo into a safe, healthy, beautiful, caring and truly democratic city.

The Innovative Model is based on three main pillars:

1. Independency regarding any political party, religion, government or public institution. The movement should represent the interests of the citizen, the civil society, the third sector.
2. The aim is towards action and decision making. For instance, promoting changes in the organic law of the city to allow citizen participation in the public administration and more transparency.
3. Access to relevant information to each citizen at any time through a Web Portal ([www.nossasaopaulo.org.br](http://www.nossasaopaulo.org.br)) where we find objective indicators (Citizen Observatory) and subjective (IRBEM) of quality of life e socioeconomic conditions of the city. The Web Portal also promotes knowledge sharing, organizing a data base of exemplary initiatives on urban sustainability.

#### Web portal's role: Citizen Observatory

- 136 "objective" quality of life indicators organized according to 15 themes, 31 sub-municipalities (sub-prefectures) e 96 districts.
- The definition of these indicators results from intense debate of heterogeneous work groups.
- It is an historical data base of city indicators available in real time (constantly updated), validated in a collective way.

#### Web portal's role: IRBEM & citizen perception

- IRBEM (Reference Indicators of Municipality Well-Being): a set of "subjective" indicators that represents the perception of citizens about life conditions, well-being, quality of life, and trust on public services and institutions.
- Aim at guiding the actions and programs of enterprises, organizations, government and all society, having as main focus the well-being of Sao Paulo citizens.
- The first large public survey (participation by the web portal) reached 36.000 people.

- The second survey (IBOPE): 1.512 people.

#### Web portal's role and citizen mobilization

- Tool for transparency and empowerment of citizens and civil society.
- Tool that gives access to a contextualized, rich and open data.
  - Contextualized: the SP citizens can now compare the indicators of their district with the other districts in the city; they can also compare the current status of those indicators with what was promised by politicians in their campaigns.
  - Rich: the combination and possible gaps between objective and subjective indicators ask for public debate designed to achieve targets for the city.
- Tool that creates spaces and opportunities for a public debate, dialog among civil society, the press, political parties and successive governments.
- Tool for local development, helping to expand people awareness and opportunities.

#### Social inclusion and Financial inclusion (expanding microfinance activities)

Inclusion of all citizens is a precondition for development. There are several forms of social inclusion: Digital inclusion, for instance, involves the access to ICT tools and services, as well as the development of skills to use them; and Financial inclusion is an important form of social inclusion, perhaps the one providing the basis for the other ones. Our research project seeks to investigate innovative models. What does this mean? A model is an arrangement, a combination, a configuration of people and organizations, methodologies and tools, articulated around a given vision (values). We look for models that work as social innovations. We adopt a social-constructivist and critical approach, where the social, the political and the technical cannot be separated, and the local context should not be ignored. When we talk about ICT (or Internet, or Web), we are talking about "technologies-in-practice", i.e., our focus are the vision and values guiding and influencing their adoption and use, and the consequences of different uses.

#### ICT and financial inclusion

Our research project seeks to investigate innovative models (people & organizations, tools and methodologies, articulated around a given vision) that help to integrate microcredit (and other microfinance services) and ICT (web-based or not) in order to increase the scale of financial inclusion in Brazil. Brazil is well known by its sophisticated national platform of banking technologies, particularly correspondent banking. Correspondent banking network covers all national territory; since 2003, no Brazilian city is without banking services so the bankless population being served with more than 15 million new bank accounts through correspondents. Integrating microcredit and other microfinance services is a goal. There is a huge potential in integrating web-based models in the Brazilian initiatives: Telecommunications – mobile, Free software (collaborative technologies), and Portals and online platforms (peer-to-peer and other online models).

An example is the Banco Palmas. It uses a holistic model, based on three pillars: social currency ("palmas") and local credit card ("palmacard"), map of production and consumption, and microcredit and training. The Brazilian Community Banks Network is the articulation of 32 community banks, coordinated by Palmas Institute (non-profit civil society organization, located in Fortaleza-CE), which goal is to manage sharing of knowledge and practices of "Economia Solidária do Banco Palmas" (their methodology). The focus is the implementation of alternative economic systems that increase social inclusion.

#### Web portal's role and the financial inclusion

- Tool for increasing the scale of microfinance activities, therefore helping to increase social inclusion.
- Tool that creates spaces and opportunities for local development by helping improve microfinance management skills and helping increase local economic activities.

### **Roundtable 3: Social network tools fostering development**

#### United Nations and the Use of Social Media

Ms. Soad Sommereyns - Coordinator for Special Projects, News & Media Division, Department of Public Information, United Nations

Since October 2009, the New Media Task Force [NMTF], initiated by the Department of Public Information (DPI) has worked to develop a forward-thinking approach towards new and social media at the United Nations. While many agencies are already taking advantage of these tools, the world of new media is evolving rapidly, and an approach that was successful one year may not be in the next. The goals of the NMTF are to establish a unique set of best practices tailored to the specific needs and limitations of the United Nations, to coordinate existing efforts and help integrate the most current incarnations of new media with existing communication and outreach strategies, to solicit guidance from accredited individuals who are already engaged with and knowledgeable of new media, and to recognize and utilize developing opportunities in new media before they pass us by.

The NMTF includes participants from all three divisions of the DPI, as well as other United Nations agencies and programmes. The central ongoing project of the NMTF is the development of an official set of guidelines for the purpose of both educating staff who are unfamiliar with new media tools and helping those who are already engaged with new media to use such tools as effectively as possible. On December 3rd, 2009 the NMTF and a large group of guests met with a panel of experts from related media fields. Our panel discussion was very successful, as our guests offered fresh ideas formed from their own personal experiences. Many returned for the senior management retreat on new media this past January.

Those ideas and others have since been integrated into an initial draft of our full-length guidelines, titled United Nations Guidelines for Social Media, as well as a much shorter summary document, titled Using Social Media in the UN Context. Every NMTF member has contributed to these guidelines and given their input, both in meetings and through an e-room established for this purpose. The group has also written a draft of our Terms of Reference. The NMTF is now gathering comments on the two drafts and will next begin to shape each into coherent final documents. At the present time, the short document is being reviewed by upper management and will be made available to us, including the updated version. In the meantime, due to the request of the members of the New Media Task Force, I am making available to you both documents for your info and input.

At the beginning, the Task Force and our ideas have been met with some scepticism, and rightfully so, as truly embracing these types of tools would mean a significant shift in some of the ways that the UN communicates with the public. It is understandable to be hesitant. However, we believe that new and social media have huge potential to help the UN, and that a failure to engage now will mean missing opportunities in the present and struggling to catch up with this inevitable shift down the road. These tools represent not an option, but a responsibility. Happily, we note a rising interest in New Media at the UN and can be noted in Mr. Akasaka's words below as well as from the examples of the work of the Department of Public Information, mentioned hereinafter.

UN Under-Secretary-General Kiyo Akasaka:

"We have been trying to be innovative in many ways because we now see that the media industry has been undergoing enormous changes, revolutionary changes, because of the emergence of new media. We have been quick to cope with the new media -- we use Facebook, twitter, My Space, Flickr, You Tube. UN websites have been increasingly making use of You Tube for our videos and press conferences and webcast to able to be able to be viewed by as many audiences as possible."

"We will try to continue traditional media tools like radio, television, print-outs but at the same we would place greater emphasis on new media so that particularly young people will be able to have access to the UN's communication efforts."

Social Media and Development Efforts at DPI  
News and Media Division

- The UN News Centre Facebook page currently has over 600 fans. The page features several posts a day on humanitarian causes, goodwill ambassadors, and SG messages, as well as links to UN Youtube and News Centre pages.

<http://www.facebook.com/pages/United-Nations-News-Centre/112236341871#!/>

- UN Channel on Youtube: As of December 2009, over 900 videos are available on the UN Youtube Channel, for a total of more than one million Video views, about 150 thousand Channel views, 4,600 Subscribers, 1,190 Friends and hundreds of text comments by users.

<http://www.youtube.com/user/unitednations>

Outreach Division

- OD established a thorough presence for the Holocaust Outreach Programme, setting up pages on Facebook, Wikipedia, and Youtube.

[http://en.wikipedia.org/wiki/The\\_Holocaust\\_and\\_the\\_United\\_Nations\\_Outreach\\_Programme](http://en.wikipedia.org/wiki/The_Holocaust_and_the_United_Nations_Outreach_Programme)

<http://www.facebook.com/group.php?gid=43849987654&ref=ts>

<http://www.youtube.com/user/HolocaustRemembrance>

Strategic Communications Division

- SCD used Twitter to promote the General Debate of the 64th Session of the General Assembly with live quotes from statements as they were delivered. The Department's Twitter account sent out 281 tweets during the General Debate. These tweets were in turn sent on or "retweeted" by our followers more than 1,200 times. In total nearly six million tweets were received.

Video

This video, originally prepared for January's DPI senior management retreat, provides a summary of the social media efforts currently underway by DPI's different offices.

(I will be showing now the DVD re the summary of DPI's social media efforts by its different Divisions).

Social Media and Development

Social media is rapidly growing in popularity in the developing world, not primarily through computers, but through the skyrocketing popularity of web-ready cell phones. Today people all over the world can engage with social media tools like Facebook and Twitter through SMS messaging, with no computer needed.

- One example of an organization that has harnessed the power of SMS messaging is Speak Africa, which is supported and housed by UNICEF. Speak Africa is a platform designed to reach out to young Africans and get them involved with local/regional political decision-making. Speak Africa relies heavily on SMS for polls and for soliciting user comments to highlight on the site. They also accept media contributions like video and audio. The platform connects young people to each other and encourages them to speak up for themselves in their own way.

<http://speakafrika.org/>

- Like Speak Africa, Witness.org is a platform that features user-created videos, but with a specific emphasis on human rights abuses. Witness partners with human rights NGOs to help provide training and resources for the creation of videos to be hosted on the Witness site and elsewhere. The online social community portion of Witness is called The Hub. The Hub is a place both to upload footage and to connect with people and mobilize around specific causes.

<http://www.witness.org/index.html>

- Global Voices is a global community of bloggers that features news and opinions from journalists and others who are not often heard elsewhere, primarily from the developing world. Volunteer translators at the Lingua Project provide translations of content into more than 15 languages. Global Voices is non-partisan, non-denominational, and committed primarily to free speech. Their outreach project is called Rising Voices. Rising Voices helps overcome language barriers by providing multi-lingual instructional material intended to teach communities to join the global conversation through new media tools like blogging and online video. <http://globalvoicesonline.org/>

Conclusion

Currently, the New Media Task Force is in the process of finalizing its new/social media guidelines. We believe that its work should not end here, however, as the NMTF hopes to operate on a permanent basis to ensure that the United Nations is using new media to its maximum potential not only in the present, but also indefinitely into the future, and DPI is reviewing ways to ensure that that will be possible.

Globo, Crianca Esperanca, and New Media

Albert Alcoulobre – Director, Social Projects Management, Globo Television (Crianca Esperanca)

Challenge is how to relate myself to the audience, establishing a relationship and understanding what they want. Have to look for all the advantages that communication can bring about in terms of content, products, branding, and credibility in a non-reactive way. There are no road maps to the possibilities of new media tools. This brings huge opportunities to companies. Things are happening so fast that there needs to be a review of models of traditional communication. Need to decide new strategies and policies to deal with explosion of new social media.

There aren't many corporations that have really advanced in using social media tools. Globo have been strong in terms of creation and now the company is discussing web governance, coming up with models, etc. Globo is a media vehicle and Globo TV is the largest producer of original content among all private broadcasters in the world.

Crianca Esperanca is a global partnership with Globo TV and UNESCO. It is a mobilization to tackle challenges related to children and adolescents in Brazil. Crianca Esperanca is a fundraising campaign then the funds are sent to social projects selected and managed by UNESCO only in Brazil. In 25 years, a total of US\$ 120 million have been raised and assisted an estimated 4 million children. Crianca Esperanca uses TV, radio and printed press to promote fundraising. The major challenge is how to use the communication strategy to be expanded into social media. Last year a trial was initiated to promote Crianca Esperanca using a portal, Orkut (Brazilian Facebook), Flickr, and blogs. This year will involve a large task force to promote the activities using cross-cutting areas. This year they want to build relationships in an adequate and effective way. How can a platform be created for a long lasting relationship? Need to understand what the final consumer wants. Social media existed before the internet because it isn't the platforms that converge, but the people.

#### UN Web4Dev conference

Ivo Corrêa - Policy Counsel, Google Brasil

Google's mission as a company is to support your organization to organize the world's information and make it universally accessible and useful. Google's mission is about freedom of expression, a2k / information, transparency, empowerment, etc. There is a clear link between Google's efforts and UN initiatives.

The potential of the internet is still large because it isn't accessible to everyone yet. Everything online is becoming more social. The internet is about connections to other people to trade information quickly. It is hard to differentiate whether web tools are social connections or not (i.e. Flickr). Social networks can be an important tool to ensure that people are aware of what you are promoting. One has a direct contact with the target audience through social networks and can engage them with issues in common. There is a permanent link at any minute throughout the day.

Three basic examples based on the Google platforms: Moderator, CitizenTube, Google Maps, and Orkut. Orkut is a social network with 80 million users, 43 languages, +30 million photos/day, +4 million active communities, and 10,000 apps. Orkut has a personal profile area and communities section. Communities can be used to discuss topics and are used by organizations to mobilize and disseminate information. Organizations use Orkut to promote their cause through Communities. Orkut is strongly concentrated in Brazil and India (80% of total internet users). Other countries have different percentages of social network users:

In Japan - 36%, Germany - 45%, US - 55%, UK - 57%

Brazilians are interested and participate in social networks. There is a low penetration of internet users, but those that use it have a high use of Orkut. Average time spent on Orkut is more than other social networks. Brazilians are passionate about social networks. Why is Orkut so interesting to Brazilians? Orkut users participate in communities in themes they consider relevant.

How do we talk to the end user? Applications can be created to reach the target audience. For example, WWF uses a carbon footprint application to make a point. Interaction with users for any purpose has to be fun and simple. Users do not want a platform where they have to spend a lot of energy. The product has to be fun, useful, relevant and integrated. There are many ways to integrate platforms to captivate and convey a message to maintain a permanent relationship with the users.

#### Teamworks

Moderator: Mark Cardwell - Chief, Online and Multimedia, UNDP

UNDP is developing a social network tool to foster social development. UNDP has operations in 160 countries. Its philosophy is to empower individual countries to be effective on making things happen on the ground, but it makes it harder to share best practices among practitioners. Try to figure out a good way to share information on what works in development among all UN agencies and practitioners from NGOs and governments to improve the lives of people.

This new social tool called UNDP Teamworks is for professionals working in development. It is a social network used to gather a virtual team of practitioners, managers, advisors and experts and share stories across the world. Teamworks has all the features of a typical social network, but in a protected space that allows experts to participate and learn. It all works off one central database and has the ability to share content within a select group.

## **Innovative delivery workshop: Presentation of case studies on track 2**

### Web Upgrade

Mark Cardwell - Chief, Online and Multimedia, UNDP

Right now we have a disjointed, crazily inefficient approach that wastes time and money, focuses the web communications on the technology instead of the message, cripples our ability to tell the results story, and makes it hard to be transparent. The Web in 1999 included publications "repurposed" for the Web, focus is on production (not content), shovelware / brochureware, this is where most of the UNDP is. The Web in 2010 is social, real-time, a two-way utility, this is where we need to be.

### Content & Collaboration Architecture

- Internet / Public Websites (Day CQ5)
- Extranet (TeamWorks - Drupal)
- Intranet (MS-Sharepoint)

### Web Content Management

Paradigm shift for usability: Fun-to-use, WYSIWYG user experience; 10x simpler and more efficient; Creativity within IT and design guidelines

### Guiding Principles

1. The content creator comes first
2. Be open
3. Make the most frequent tasks easy (e-mail in stories & pictures)
4. Make it hard to make mistakes
5. Focus on jobs to be done
6. Your boss is not the audience

### Digital Asset Management

Trendsetting Usability: Full Image Rendering, Audio, Video; PowerPoint, Word, Excel, PDF; Transparent Fileserver Replacement

Social Collaboration: Rich text, WYSIWYG editing; Versioning, history, search, RSS feeds; Powering Day Intranet wiki

### Web content management: Strategy and Process

Miklos Gaspar - Web Manager, International Trade Centre

Where we are: in the stone age; web = technical, not strategic tool; project delivery: afterthought or unrealistic expectations; this is OUR fault: no ownership, no user interaction, no feedback; Let's give them a CMS!

### RFP with limited budgets

- Hierarchy of requirements
- Focus on standard, common features
- User stories, not requirement matrix
- Many optional requirements
- Technology-neutral tech. requirements
- However, project mail fail...

#### UN procurement process

- Buying food aid, equipment, etc.
- Suboptimal for complex software projects: you are not comparing apples to apples
- Cannot disclose budget
  - o many vendors won't bother
  - o some others shouldn't
- Cannot reveal weight of each requirement in scoring
  - o vendors cannot select the most cost effective CMS
  - o partial compliance problem
- Cannot open financial bids until the end
  - o evaluating bids we know are too pricey

#### One UN

##### One CMS

- easy cross-tagging of content
- "One UN" country sites

##### One Single Sign On

- increase audience and participation
- reinforce "One UN" message

#### Greenpeace in the web and social networks

Clelia Maury – Marketing and Fundraising Director at Greenpeace Brazil

#### What is Greenpeace?

It is a non-profit organization based in Holland that works in 38 countries with more than 3 million participants in the world. It has been present in Brazil since 1992 with more than 46 thousand participants in the country. It has two offices in Brazil: one in Sao Paulo and the other one in Manaus. Its mission is to protect biodiversity in all its forms, to avoid pollution and damaging of the earth, oceans, water and air, to end nuclear threats and to promote peace. Greenpeace's principles are to use eye-witness testimonies, non-violent action, financial and political independence, global action, political positioning that refers to the protection of the environment and peace.

#### Who is Greenpeace?

It is the individuals that matter that believe in the same values. There are dozens of activists with eight Volunteer groups as well as 350,000 cyber-activists.

#### Web presence

The Greenpeace Brazil site has 3475 visits/day, the blog has 772 visits/day, there are 51,300 Twitter followers, 2,250 Facebook members, 116,820 Orkut members, 350 Flickr users, and 1,700 Youtube hits per day. Greenpeace uses social networks to amplify the environmental debate, consolidate support to the organization's demands, make incentives for the political participation, and call upon the financial support of the organization.

#### Greenpeace Brazil strategies

- Produce differentiated content – taking advantage of the differences in the possibility of distribution of each network
- Remain present with frequent updates
- Make the user circulate between the networks, bringing links to other addresses and external sites
- Facilitate the sharing of content
- Work in two complementary forms – taking raw information and qualifying this information with analysis of the technical Greenpeace team

## Twitter

With less than one year of the Twitter account, Greenpeace has used it to create effective headlines, cover events, add links to the main website with more detailed information, be careful against 'Enemies', avoid various consecutive tweets on the same subject, offer services, invite people for cyber-action, etc.

## Blog

The blog has been used for a little more than a year and was used a lot during the Climate talks in Copenhagen. Now it is a space for news related to campaigns, links to other Greenpeace networks, rapid mobilization for action, and live posts. Greenpeace prefers to post additional information on each blog as a separate link if someone wants more information.

## Examples

Meia Amazona Nao: 233,000 subscribers, 81,000 signed up for and accepted to receive messages, and promotion planned with blogs.

Black Pixel: 32,000 Black Pixels installed, 880,018 watts saved, equivalent of 8,000 colour TVs plugged in for one hour.

Phone Deputy Rodrigo Maia: mobilization of forces to call a deputy to get his support

Jowzinha Ola Greenpeace: India calls for more research before using genetically modified eggplants.

## Greenpeace Argentina

Greenpeace in Argentina was able to collect more than a million signatures in a short amount of time to combat deforestation. There was deforestation in the north of Argentina. In 100 years, 70% of the original forest was lost. 300,000 hectares are lost each year. The solution was for Greenpeace to promote the Forest Protection Law. A one year moratorium was declared where each province would have to develop a territorial planning and zoning for the forest areas. It created new protected areas and protected the forests managed by indigenous populations and small farmers.

The campaign involved:

- Greenpeace Argentina permitting that all interested organizations on the theme to use their own networks;
- 30 other social and environmental NGOs joined in the efforts;
- Lobbying Congress
- Actions, protests, public engagement and street protests in front of the Congress.

The online strategy was to allow visitors to vote on a simple website, to invest in adword and probono partnerships, to email 220,000 cyber-activists and collaborators, and to engage bloggers. The results were that the Forest law was approved by the Congress, the theme of deforestation was broadcast by the media, in seven weeks more than 1 million votes/signatures were reached, 180,000 new people were registered as cyber-activists, the text was approved by the Senate in November 2007, and in February 2009 the Executive Power made it law.

## Enhancing Diversity via Web 2.0

Olivier Puech - Publications & New Media Coordinator, OECD

## The OECD Development Centre

The OECD Development Centre is Part of the OECD family, as a special body. It helps policy makers in OECD and developing countries find innovative solutions to the global challenges of development. You can stay abreast of Development Centre activities through Twitter, talk to us on Facebook, watch our videos on Youtube, see photos from the Centre's meetings and seminars on Flickr, draw from our PowerPoint presentations on Slideshare, and read our publications on Issuu.

Wikigender.org is a project initiated by the OECD Development Centre 2 years ago to facilitate the exchange and improve the knowledge about gender-related issues around the world. A special focus of this project is to collect practical evidence and to identify adequate statistics and measurement tools of gender equality. The first version of the site was launched in March 2008 at the occasion of the International Women's Day.

Indeed, this platform was drawing on previous work of the OECD Development Centre. In 2006 the Centre published the Gender Institutions and Development database that helps to determine and analyze obstacles to women's social and economic development. In this context, the original idea was to establish a tool that could help us to get some new

statistics and data from the root level and of course, to develop a tool to raise awareness on gender equality through a dialogue with the crowd. Wanted to have an impact and make a difference.

It took 2 days to choose the engine (MediaWiki) and find an hosting company (Siteground) and 80 US Dollars set the platform up. Then it took a few weeks to upload some content in order to launch a website with some biscuits that would help to kick start the Wiki. The engine and hosting company were chosen in order to meet the deadline, to use standards and to gain the full support of Senior Level Managers.

The main challenges were to introduce the Wiki concept in the organisation and its value for creating a community and raise awareness, and to accept the idea that our expertise should be confronted to the expertise of the crowd and that we could benefit from this dialogue.

Wikigender currently comprises of 906 articles and is maintained by 769 users. After 2 years, Facebook only had 12 million users vs. 350 million today. Surely, by 2013 can WikiGender have 350,000 (Hopefully – With YOUR help)!

What motivates you to take part in Wikigender?

A large community using it; user-friendly interface; open source collaboration; be part of gender equality; professional updated information; and right platform to share knowledge on gender issues. Wikigender is a community builder.

The results are:

- a solid community of users who help maintain the site from outside the organization.
- working hard to make wikigender THE reference for gender equality on the web by getting the word out to their networks, writing and articles on gender equality, surveying their networks for what can be done better.
- For wikigender the community in the past few months is really taking ownership of it which is of course the idea of 2.0.

The OECD Development Centre have begun to use the information on the wiki to look at how to measure gender equality. Because we have social anthropologists and historians statisticians, economist students etc on this wiki, we are able to really get a good look at how to measure progress in gender equality. In the next months we are working to gather gender data from the ground up to put it into wikiprogress.stat so that we can visualize and analyse where we are.

Wikigender.org serves as a pilot project for the Global Project on Measuring the Progress of Societies.

Wikiprogress will represent the catalyst of initiatives existing around the world on the measurement of progress, contributing to answer the following questions:

- Who is developing initiatives on measuring progress (well- being, quality of life, etc.);
- What types of taxonomy do these initiatives use?
- Which indicators are being used to measure the different dimensions of progress?
- How is my country/region/community achieving over time and in comparison to other similar territories?

Launched at the end of last year, Wikiprogress will contain two main functions:

1. A “Classical Wiki” function, where users can: discover and share materials developed by the Project; and find information about existing or new initiatives around the world.
2. A “Statistical Wiki” function, where data and metadata can be shared, assessed and eventually uploaded at the end of a “quality-assurance” process.

Wikiprogress launches wikiprogress.stat

wikiprogress.stat, a single online platform where you can discover and access statistical databases related to measuring progress. You can build tables and extract data from across databases as well as work within individual databases.

## Local Solutions for Global Problems

Carina Mendonça Pimenta - Manager, Ashoka

Who are we?

Ashoka is the world's largest working community of more than 2,300 leading social entrepreneurs in 63 countries. Social entrepreneurs are extraordinary changemakers. They are the engines of social change and role models for the citizen sector. The selection criteria are A New Idea, Creativity, Entrepreneurial Quality, Social Impact, and Ethical Fiber. They create radically new solutions to a social problem with the potential to change the entire sector. Ashoka champions the most important social change ideas and support the entrepreneurs behind them. Ashoka also integrates and connects people and ideas in order to build an 'eco-system' of initiatives that support the fast-growing social needs of the world. Ashoka envisions an Everyone A Changemaker™ world: one that responds quickly and effectively to social challenges, and where each individual has the freedom, confidence and societal support to address any social problem and drive change.

What is our framework for creating social change?

The COMPLEX VALUE CHAIN of solving a given social problem

Major Constraints:

- Awareness
- Transparency
- Level of trust
- Level of interaction
- Connectivity
- Effective collaboration

Through online collaborative competitions, Changemakers is building the world's first global, online "open source" community that competes to surface the best social solutions to the world's most pressing issues

How does it work? Global Online Competitions

- Collaborative topic-driven competitions
- Building lasting networking
- Democratizing access and decision-making
- Stimulates participation of anyone interested

Participants can nominate projects, make comments and questions that help innovators to scale their ideas, vote on finalists, etc. Applicants keeps permanent dialog with the community, sharing ideas and creating new solutions. Interactions enable collaboration in the 'real world'

How we do it? Firstly, A DISCOVERY FRAMEWORK

How to feed and generate movement? SOCIAL NETWORKING VIA SOCIAL MEDIA

How we do it? COLLABORATION & KNOWLEDGE BUILDING

- 20% of all participants interact and collaborate through the platform
- Specialists leverage collaboration via comments and reflections on the projects available

OUTCOMES: A LANDSCAPE of PEOPLE and INNOVATIVE SOLUTIONS to a given social challenge

Results: TREND ANALYSIS, STRATEGIC INVESTMENT, NEW COLLABORATIONS

So far, we have...

- Launched 39 global competitions
- Identified more than 7,500 social innovations
- Connected more than 100,000 registered users from 145 countries
- Mobilized more than USD 30 million for social innovations

We have learned so far...

- Multi-stakeholder engagement
- Effective hub strategy to channel social media
- Organizations and individuals usage endures only with a clear value-added
- Use 2.0 tools with a 2.0 mindset

#### Challenges

- Keep platform alive after the 5-month competition (i.e. discussion groups, new competitions, etc.)
- Increase the number of competitions and diversity of topics

We believe that the synergy between a passionate “who,” an innovative “what,” a sustainable “how” and a community of changemakers can and will change the world

#### What is 350?

Paula Collet - Brazil Field Coordinator, 350.org

#### The Movement

Make the Invisible Visible. 350 is a growing global climate movement. It is a simple, clear message for everyone who believes in fighting for safety from dangerous climate change. 350 is:

- A global movement of concerned citizens
- A network of partner organizations
- Messengers
- A coordinating team of young people from around the world
- ALL OF US who seek a just and equitable solution to the climate crisis

350 is a network of 100s of partner organizations from international NGOs to Grassroots initiatives. 350 is coordinated by a team of youths from around the world. 350 is aided by inspiring messengers.

#### 350's Strategy

**CREATIVE ACTIONS + TARGETED AND SPECIFIC MESSAGE = REAL CHANGE IN THE POLICY DISCUSSION**

Online organizing to create offline actions

The campaign is to promote involvement. For the international day of climate action, 350 encouraged people to organize an action in their community; join together and make everyone's voices heard to the media, decision-makers, and the world. At events, 350 is united by their common call to action and the options are open. The outcome is a global movement connected by the internet with a common call to action to take a stand for a fair global climate deal that meets the latest science. Communication efforts for the campaign involve Facebook, Twitter, websites, email, Flickr and Youtube.

The results are more than 5,200 actions at 181 countries.

## Annex C - Web4Dev - Proposed Governance Structure

The mission of Web4Dev is to improve development work through the coordinated and innovative use of the web and mobile technologies. The following structure defines a path toward this aim through the establishment new responsibilities and formally assigned roles. Those interested in supporting this phase of the community's evolution are encouraged to contact the Web4Dev community coordinators.

**Membership:** Web staff from:

- UN system organizations and related entities;
- Civil Society;
- IFIs and Regional Banks;
- Local, national and regional governments;
- Academia and research institutions.

**Management:**

- Executive Board, selected by membership (or funder) gives overall guidance and support
- Group Leads are supported by Community Coordinator.

**Objectives**

- Raise awareness, share knowledge and innovative solutions;
- Promote partnerships and reach out to related communities and entities;
- Deliver impact that is measurable and meaningful to stakeholders.

### Community Coordinator - Role and Responsibilities

RESPONSIBILITY	<b>Member Management</b>
TASKS	1) In conjunction with Executive Board, prepares standards and bylaws for organizational engagement and funding support for Web4Dev  2) Maintains master member list and ensures its accuracy and currency  3) Monitors compliance with membership requirements and takes corrective action where necessary (may assume vetting of names prior to admission)
RESPONSIBILITY	<b>Communication / Coordination</b>
TASKS	1) Creates and publishes newsletter / blog / other vehicles as adjunct to and in conjunction with Group Leaders efforts to keep members up-to-date and engaged  2) Assists in promotion of group project products inside and, as appropriate, outside Web4Dev  3) Assists in group project planning and monitors / reports on progress
RESPONSIBILITY	<b>Representation / Funding</b>

TASKS	<p>1) Serves as spokesperson for Web4Dev before related groups and online</p> <p>2) Works with Executive Board to establish processes for soliciting and collecting funds, and manages their implementation</p> <p>3) (Depending on funding model) Manages operational budget</p>
RESPONSIBILITY	<b>Events</b>
TASKS	<p>1) In conjunction with Executive Board, reviews and approves hosting requests</p> <p>2) Supports host organizations in developing event agendas and activities that reflect objectives and output of Web4Dev as an organization</p>
RESPONSIBILITY	<b>Planning / Development</b>
TASKS	<p>1) On a regular basis, works with group representatives and Executive Board to design long-term plans for growth and improvement of Web4Dev</p>

## Group Leader - Role and Responsibilities

RESPONSIBILITY	<b>Group Management</b>
TASKS	<p>1) Developing the sub-network, membership, topics etc.</p> <p>2) Assuming responsibility for minimum levels of output (surveys, reports, analysis, etc.) and assigning sub-group leaders for projects with specific projects/outputs</p> <p>3) Ensuring activities remain aligned: defining outputs, such as conclusions, recommendations, and formats</p> <p>4) Devising and carrying out activities to motivate and encourage participation by members</p> <p>5) Informing and coordinating with Web4Dev moderator</p>
RESPONSIBILITY	<b>Outreach</b>
TASKS	<p>1) Identifying and reaching out to related communities: NGO, UN, Governments and related working groups, as well as experts in the field.</p> <p>2) Monitoring membership to ensure basic criteria are met by those in the group</p>
RESPONSIBILITY	<b>Knowledge Sharing</b>
TASKS	<p>1) Keeping members up-to-date with group developments and related areas.</p> <p>2) Moderating, writing articles/blogs, seeking input from members, motivating, informing</p> <p>3) Promoting group products and outputs within Web4Dev and, where appropriate, to other organizations or audiences</p>
RESPONSIBILITY	<b>Conference Planning</b>
TASKS	<p>Planning and presenting or moderating at conferences (track-leading)</p>

## Annex D - Web4Dev 2010 Focal Points

### Organization Committee Members

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