Spinning the Web Phase II
IDRC Project #03819
(Sustainable Development Communications Network)

Final Report
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Summary of Key Results

The Spinning the Web project evolved considerably between 1998 and 2001 into several streams of work. Various funders supported particular elements of the overall workplan (see Appendix A for chart of activities and funders).

1. **Knowledge network research by IISD**
   Production of working paper series and book on management of knowledge networks. Considerable uptake of lessons by other networks including the GDN, GDLN, RING, and INECE. Exceeded expectations.
2. **Sustainable Development Communications Network**
   Mission: The Sustainable Development Communications Network (SDCN) is a group of leading civil society organizations seeking to accelerate the implementation of sustainable development through broader, integrated information and communications about what we know.
   a. **Substantive communications**
      i. **Online content development**
         1. Creation of joint modules on livelihoods, water, public participation, environmental law, and urban sustainability. Met expectations for content development. Did not meet expectations on implementation of collaborative process for content development.
         2. Improvement and expansion of individual member online content. Most member sites redesigned to improve usability and improve access to southern perspectives on sustainable development. Met expectations.
      ii. **Content integration and marketing**
         1. Expansion and improvement of the SD Gateway. Won award in March 2001 from Tomorrow Magazine as top sustainability site on the Web. Agreement in principle from the RING coordinator to use the SD Gateway to integrate knowledge from its own members. Exceeded expectations for user satisfaction. Did not meet internal expectations for distributed management and continuous updating.
         2. Development of broader print and email marketing strategies for member products and services. Brochures, newsletters, and the SDCN Announces list helped alert researchers and policy-makers to new online products. Met expectations.
   b. **Web management capacity building**
      i. Within the network - Addition of four associate members through twinning with founding members in developing countries provided opportunities to build all organizations' capacities. Met expectations.
      ii. Beyond the network - The SD Webworks, Web critiques, and SD Web Communications Initiative expanded the peer mentoring model and shared lessons beyond the SDCN. Positioned the SDCN as a key player within the ItrainOnline Partnership. Exceeded expectations.
   c. **Strengthening SDCN governance and decentralizing operations**

Experimentation with various models of membership and decision-making. Adapted to constantly changing network environment. Met expectations.

Achievement of IDRC-Funded Objectives:

The Spinning the Web II project sought to strengthen the network emerging from Phase I of Spinning the Web (1996-1998), to ensure that it would be well established and durable. IDRC-funded project activities were designed to enable participating organizations to:

1. Establish principles, protocols and best practices of knowledge networking for sustainable development;
2. Exchange technology and SD knowledge across the network, through specific demonstration projects; and
3. Transfer the Spinning the Web knowledge networking model within their regions and to other international networking initiatives.

Each objective will be addressed individually below.

Objective 1: Strengthen the current Spinning the Web network and other international networks through the establishment of principles, protocols, and best practices of knowledge networking for sustainable development

Task 1.1   Establish principles and protocols of knowledge networking
Task 1.2   Improve tools for measuring the success of knowledge networking
Task 1.3   Test "virtual" communications and collaborative work tools

Tasks under this objective were addressed in an integrated manner. Lessons learned from IISD's experience serving as the secretariat to the SDCN, the Climate Change Knowledge Network and the Trade Knowledge Network were compiled into a working paper series including:

- Strategic Intentions: Principles for Formal Knowledge Networks
- Dating the Decision Makers: Moving from Communications to Engagement Strategies
- Form Follows Function: Management and Governance of Knowledge Networks
- Helping Knowledge Networks Work
- Measuring While You Manage

These working papers document in detail the principles and protocols of knowledge networking, lessons on virtual team management, and mechanisms for evaluating network success. The papers on engagement strategies and governance were made possible through additional funds leveraged by the project. "Dating the Decisions Makers" originated as keynote presentation for the FORUM Umweltbildung's June 2001 conference on "Educating and communicating sustainable development - the use of the Internet." Portions of "Form Follows Function" were initially developed by Heather Creech through a consulting contract with the World Bank Institute to provide advice on restructuring the Global Development Learning Network (GDLN).

The working papers were re-edited and compiled into the book "Strategic Intentions: Managing Knowledge Networks for Sustainable Development." Copies of the book were sent to SDCN

members as well as other interested researchers and networks. The working papers and book are available in full-text as free downloads from http://www.iisd.org/; print copies can be ordered from IISD at a nominal charge to cover shipping and handling.

In addition, CIDA funding for Spinning the Web Phase II enabled the production of an additional three working papers (also available through IISD's Web site):
- Hidden Assets: Young Professionals in Knowledge Networks
- Communicating Sustainable Development on the Web
- Tools for Assessing Web Site Usage

These working papers were not included in the book on knowledge networks given that the issues they address are tangential to the core challenges of managing international knowledge networks. They have, however, been instrumental in fostering the SD Webworks online community and advancing our understanding of the need to improve peer mentoring opportunities for young researchers and communications professions.

Two copies of each working paper are included with this final report for IDRC's review and archives. 20 copies of the book have been provided to IDRC; additional ones will be shipped to Ottawa upon request for sharing with IDRC staff and project partners.

Objective 2: **Exchange technology and SD knowledge across the network through specific demonstration projects**

Task 2.1 **Facilitate South-South collaboration on Internet content development**

SDCN members collaborated on the development and marketing of seven online modules with support from IDRC and CIDA in Spinning the Web Phase II.

The first module to be launched was the Introduction to Sustainable Development (http://sdgateway.net/introsd/). This module was developed by the Network Coordination Unit with IDRC funds in Spinning the Web Phase I. However, its launch and marketing were undertaken in Phase II. In addition, funds from the Manitoba Department of Education and Training and CIDA provided for revision of the SD Timeline and its translation into French and Spanish.

In year 1 of Phase II, each developing country founding member teamed up with another founding member to create one module. These two modules were funded by IDRC:
- Ecolegis (http://sdgateway.net/ecolegis/) – The EcoLegis environmental legal access facility offers online visitors the chance to search two bibliographic databases of current and past environmental legislation from Central and Eastern Europe and Latin America. It is a product of REC and FARN.
- Search for Sustainable Livelihoods (http://sdgateway.net/livelihoods/) - The Search for Sustainable Livelihoods Module, which includes RealMedia clips, shares knowledge emerging from household and community-level initiatives in India and Senegal. By sharing their experiences through the Internet with fellow NGO workers, development agencies, students and journalists, the module encourages them to promote sustainable livelihoods within other communities around the world. The module was developed by ENDA and Development Alternatives.

In years 2-3, SDCN members decided to undertake the development of four modules. Topics for these modules were agreed upon at the May 1999 SDCN meeting in Dakar, Senegal. Each developing country founding member agreed to serve as the project manager for one module and committed to varying degrees of participation in content development for the other three modules. In addition, it was agreed that non-developing country members should be encouraged to participate in modules of interest to them. Products included:

- Sustainable Cities (http://www.rec.org/REC/Programs/SustainableCities/) - The Sustainable Cities Module gives an overview of urban sustainability issues while educating decision-makers with concrete examples and best practices. It is the result of the cooperation between REC, Development Alternatives, FARN, SEI, and ENDA. CIDA funded.
- Public Participation and Sustainable Development (http://www.farn.org.ar/docs/pp/en_index.html) - The Public Participation and Sustainable Development Module provides a conceptual framework about public participation and provides access to resources such as case studies, bibliography, related sites, regulations, research documents, etc. This module was developed by FARN with the cooperation of REC and SEI. CIDA funded.
- Sustainable Water Management (http://www.dainet.org/water/) - This module attempts to begin documenting successful small scale and community initiatives in sustainable water management around the globe. While the relatively larger initiatives undertaken by governments and very often supported by the bilateral and multilateral financial institutions are relatively well documented, information and knowledge about smaller initiatives in sustainable water management are comparatively difficult to access. The module was developed by Development Alternatives in cooperation with REC, SEI, and ENDA. IDRC funded.
- Search for Sustainable Livelihoods (http://sdgateway.net/livelihoods/) – The module from year 1 was expanded upon by ENDA, Development Alternatives, and SEI. New content included new modules on sustainable micro-enterprises in India (http://www.dainet.org/enterprise/), monitoring livelihoods and using participatory GIS in their implementation (http://www.york.ac.uk/inst/sei/sustainability/livelihoods/), and health and water issues in Senegal. IDRC funded.

By April 2002, all modules will be linked to from both the SD Gateway and the SDCN organizational sites, in addition to the existing links from participating organizations.

The final narrative and financial reports from the respective project managers are included in Appendix B.

In general, the results of these collaborative projects were disappointing. In retrospect, it is clear that many SDCN members had neither the Web communications expertise nor the collaborative project management expertise to successfully undertake these joint projects. Project managers did not clarify expectations of other organizations or processes for collaboration beyond the general details agreed to in the 2-3 page concept papers. Project participants tended to over commit themselves to a variety of projects and then, seemingly, to forget about these commitments until project deadlines arrived. Given this situation, the modules can be more

adequately seen as the products of the lead organization with some input from the other members.

Another possible factor leading to the lackluster results of the joint modules was the lack of pre-existing content on some individual member sites. Organizations that started Phase II with minimal content on their own sites were more interested in generating content for their own sites than engaging in integrative collaborative projects. In two cases, the lead organization appears to have used some of the project management funds provided to them to finance additional content generation activities within their own organization:

- While the Sustainable Water Management module is weak and project participants expressed frustration over the lack of clear leadership from Development Alternatives, the organization created an excellent module on water in India (http://www.devalt.org/water). This second module was developed using the IISD intern provided to Development Alternatives to work on the joint module.
- During the expansion of the Search for Sustainable Livelihoods module, ENDA used some project funds to finance the creation of a rural telecentre through their CyberPop programme. According to ENDA, this activity would help to meet the project goals by enabling rural farmers to generate their own content on sustainable livelihoods.

A notable exception to the above comments was the EcoLegis module. From the beginning of the project, FARN and REC project managers worked closely together to define the scope of the project and to ensure that it met both their individual and joint needs. They established realistic goals and met both virtually and in person to ensure the quality of the product.

One surprise uncovered during the 5-year evaluation was the extent to which members appreciated these often frustrating collaborative experiences as learning opportunities. Through confronting the "worst case scenario" of virtual communications project management, many gained a deeper appreciation of the need to manage online communications activities more actively.

While the SDCN network governance agreement provides guidelines for the continuing development of joint project proposals and fundraising, no members have taken the initiative to create such projects. Members have been more interested in joint capacity building activities than joint substantive communications projects. For this reason, in Phase III we will not be continuing this activity area.

Task 2.2   Increase Internet functionality and interoperability of member databases

The EcoLegis project was the only database project undertaken during Spinning the Web Phase II. In part, this was a result of three factors:

- Disappointing performance of the MINISIS database package – IISD tested the software by attempting to convert its own library database into MINISIS. The results were compiled into a report (Appendix C) and presented to SDCN members at the March 2000 members meeting. Members decided not to pursue a broader rollout of the software within their organizations.

- Slow international progress on IDML and other standards for database interoperability – IDML has so far not progressed beyond standards for project data; APC ActionApps show some promise, but requires an understanding of Linux, Apache (web server), mysql (database system), and php (with xml and mysql support) to implement.
- Shifting interests of SDCN members away from data and meta-data and towards online narrative content and news – As organizations gain experience with the Internet, they quickly learn how expensive it is to maintain online databases. Users demand frequent updates which organizations usually do not have the resources for. Narrative accounts and clearly dated news are easier to maintain at a professional and credible level.

Task 2.3   Expand delivery of SDCN (formerly Spinning the Web) products within the regions of current members

Greater care was taken in Phase II to develop offline versions of products and to ensure that marketing reached more deeply into member regions.

While we initially envisioned mirroring the SD Gateway on member sites, this activity was abandoned as international bandwidth expanded. Given the configuration of the Internet, it is often faster for users in Africa to connect to a server in Canada than to connect to another server in Africa. The creation of a CD-Rom version of the SD Gateway was not undertaken for similar reasons. As Internet access grew, there was decreasing demand for a CD-Rom based directory that would enable one to locate a document while offline and then go online to retrieve it. To be useful, all SDCN member Web sites would have had to have been packaged on the CD along with the SD Gateway as a complete offline product. However, given the plans for individual site redesigns by various SDCN members, there was never a time that all could agree upon to capture their full sites.

In 1999, the SDCN modified its outreach strategy to focus on using print, email, and face to face marketing tools to reach more deeply into their regions. For example:
- Print brochures were created and distributed for the Sustainable Cities and Search for Sustainable Livelihoods modules.
- ENDA staff submitted the Search for Sustainable Livelihoods module to the 2000 IICD ICT Stories and ANAIS competitions; ENDA staff and an IISD intern attended ANAIS to profile and to market the module.
- The Search for Sustainable Livelihoods module was also profiled by Development Alternatives at the TASKNET meeting in November 1999.
- The Sustainable Cities module was profiled by REC communications staff attending the Urban21 Conference in Berlin in July 2000.
- Information from the SDCN was customised in the development of articles for the EcoNews newsletter which focuses on trade, environment and information.

The SDCN also launched a new trilingual Web site (http://www.sdcn.org/) in March 2001 highlighting its achievements and how to get involved. The site also provides users with the opportunity to register for SDCN Announces – an email update service that provides them with news from various SDCN members. This service currently has 350 subscribers. Unfortunately,

most SDCN members appear to lack the capacity to produce monthly or even quarterly text updates on their organization's activities. IISD, FARN, and Acceso are the only member organizations that have taken advantage of this service in the past nine months.

Task 2.4   Place Canadian interns with SDCN (formerly Spinning the Web) members

Between September 1998 and December 2001, 24 interns were placed with SDCN members. While IISD interns provided some support for the development of collaborative projects, they were generally used to meet individual organizational needs. This can be seen as another indicator of the relative importance placed on individual organizational projects and capacity-building versus collaborative projects during the project life cycle.

Activities undertaken by these interns in support of SDCN goals included:
- During the first year of work on the "Search for Sustainable Livelihoods", Katherine Hay at Development Alternatives and Julie Vaudrin Charette at ENDA made significant contributions to the project. They served as project managers researching and writing content for the modules
- Laurie Miller contributed to the research and graphic design of the Youth Earth Charter Website at the Earth Council (http://www.earthcharter.org/youth/).
- Alysia Davies undertook a feasibility study for REC on the possible creation of an on-line library of grey literature. Her findings regarding copyright and content issues convinced them not to proceed with the project.
- Koben Christianson helped SEI to develop the EXPO 2000 Global Dialogue 1 project. In addition, he assisted with collating user profile information for the Global Water Partnership Forum and identifying organizations that should be encouraged to join that network.
- Rolando Ploit assisted FARN in encoding the full-text versions of Argentinean provincial and national laws for inclusion in the EcoLegis database.
- Julie Therrien worked with Development Alternatives to prepare a business plan for the pilot phase of TARAhaat, including the business model for TARAhaat and the franchisees, as well as financials and supporting details.

From 1998-2001, the SDCN coordination unit at IISD provided communications training to 99 interns prior to their placements abroad. Orientation modules were developed and revised on topics including:
- Knowledge for development
- Knowledge management
- Principles and protocols of knowledge networks
- Communications strategies and frameworks
- Communicating sustainable development online (incl. information architecture, HTML, graphics/layout, writing for the Web, and listserv moderation)

Given the restrictions on internship funding (e.g. CIDA-funded interns cannot be used for Internet tasks), it is likely that IISD interns placed with SDCN members in the future will be assigned to research departments. We will continue to provide communications training,

however, to ensure that they possess the skills to work effectively with communications professionals and to operate within the contexts of knowledge networks.

Objective 3: Transfer the Spinning the Web knowledge networking model within regions and to other international networking initiatives

Task 3.1   Establish Associate Member organisations in the regions of each Phase I member

At the May 1999 SDCN meeting in Senegal, members decided to re-examine the categories of membership and the process for expanding the Network. While members acknowledged the importance of expanding the network in order to strengthen the content and reach of the network and provide us with an opportunity to validate our experiences in building capacity to use the Internet, there was a desire to redefine membership categories to clarify the role of donors and to open participation by other groups.

Members agreed upon four (4) categories of Network membership:
- Core Members (Founding Members)
- Associate Members (Members)
- Affiliate Members
- Donors

These categories were revised and names modified slightly in December 2000 to reflect that one's status would be determined largely through participation in network projects. This change was made, in part, to reduce the political challenges of dealing with underperforming network members as well as to re-emphasize that the SDCN was to be a "working network." While the previous governance agreement had provisions for members to voluntarily leave the SDCN, there was no mechanism to phase out organizations who were not participating in the network. The current governance agreement is available online at http://www.sdcn.org/pdf/governance.pdf.

Associate members

In 1999, the founding SDCN members agreed that in order to effectively build trust and capacity, expansion of the Network would be achieved most effectively by selecting a number of Associate Members that could be considered to become Core Members after a period of 1-2 years. It was felt that this model of gradual expansion would permit substantive engagement of more organisations, resulting in a stronger, more vibrant Network. Core members would work with Associates to:
- build capacity to integrate the Internet into communications strategies
- increase their online sustainable development content
- make their online materials available through the SD Gateway
- document their learnings about delivering sustainable development content for sharing through the SDCN learnings site

Associate members brought into the network (and their network mentors) included:
- Institute for Sustainable Development, Poland – Mentor: REC, Hungary
- Fundación Futuro Latinoamericano, Ecuador – Mentor: FARN, Argentina
- EcoNews Africa, Kenya – Mentor: ENDA, Senegal

- Population and Community Development Organization – Mentor: Development Alternatives, India

Workplans and final reports for each associate member are included in Appendix D. Notable results included:
- A field survey in Kenya on how the Internet could be used to promote sustainable development (online at http://www.econewsafrica.org/internetsurvey.pdf).
- Planning and capacity building for the creation of an online library database at FFLA in Ecuador on conflict management and sustainable development
- Redesign and expansion of Web site on population and community development in Thailand; migration of the site from Australia to Thailand (http://www.pda.or.th/)
- Redesign and expansion of Polish-language Web site on sustainable development (http://www.ine-isd.org.pl/)

While the project successfully built some capacity within these organizations and generated new content online, it did not achieve its objectives with respect to expanding the network. While the four organizations were pleased to receive additional funding and mentoring in Internet communications, the associate members were frequently unsure of how to contribute back to the network or what was desired of them beyond the implementation of the initial workplan. More successful associate member relationships were established with EcoNews Africa and FFLA due to close working relationships between these organizations and their mentors. These relationships pre-dated the project, but were strengthened through opportunities to travel to each other's offices to compare communications methodologies and processes. Visits by Popi Kleinman (FARN) and Terri Willard (IISD) to FFLA in July 2001 and by Margaret Nyambura Ndung'u (EcoNews) to ENDA were critical to building relationships and answering the questions of staff regarding how the network operated. Nevertheless, travel and effort were not always enough to ensure success. Despite frequent phone calls and a trip by Gabor Heves and Terri Willard to Warsaw, the Institute for Sustainable Development in Poland failed to submit any progress reports. It is unclear whether all work was completed. The final payment to them for the project was withheld.

The relationship with PDA in Thailand has been tenuous. While they successfully implemented their workplan, they have not followed up on subsequent inquiries or requests for their participation in other SDCN activities (e.g. Web communications workshop in May 2001; hosting of an intern). In part, we believe this may be the result of the frequent absence of the project contact person at PDA due to medical problems; it appears that other related staff may not be as comfortable communicating in English.

These experiences convinced us that the associate member scheme as envisioned is not the most appropriate method for extending the influence of the SDCN. In December 2000, the governance agreement was revised to remove the category of associate members. This category was replaced by "members" who have worked on 2 or more network projects. Memberships were to be valid for two years from the date of signature by the organization's chief executive officer. Memberships would be renewable based on continued participation in network projects. We anticipate that the roles of network members in Phase II will change significantly given their

interests in capacity building rather than joint communications of sustainable development issues.

<u>Affiliate members</u>

In 1999, the SDCN envisioned inviting additional sustainable development and communications organizations to serve as affiliate members providing advice and input to SDCN activities. However, it was unclear what benefits these members would gain from the association. Also, while members had agreed that applications for affiliate status should be approved by 2/3 of core members, it proved difficult to get responses from core members in a timely manner. For that reason, this membership category was revised in December 2000 to state that affiliate members would be those organizations participating in one network project. As mentioned above, the paucity of joint projects has jeopardized this membership expansion model.

Nevertheless, three affiliate members did join the SDCN through their participation in the SD Web Site Critiques. This activity was included in Spinning the Web II project during the September 2000 extension from IDRC. Fundacion Acceso, MekongInfo and the Foundation for Media Alternatives joined other SDCN members in reviewing the Web sites of 20 additional sustainable development organizations. This activity was very successful in building the capacity of both SDCN and non-SDCN members by creating funded opportunities for Web managers to assess each other's work (See Appendix D for the final report on this activity). It confirmed the need to expand the SDCN's efforts in Web communications peer mentoring as a critical learning opportunity.

Task 3.2   Transfer knowledge to other international knowledge networking initiatives, including the Global Knowledge Partnership

In Phase II of Spinning the Web, members and the Network Coordination Unit spent increasing amounts of time and effort on reaching out to organizations beyond the network. A balance was struck between general knowledge dissemination and the development of targeted strategies to influence several key networks that could further test and refine our learnings. In many cases, these activities have been the most rewarding and successful aspect of the project. Much like when undertaking the Web Site critiques, SDCN members learned most and performed best when they had to present their knowledge to professional colleagues outside the network.

Within an Outcome Mapping framework, the following organizations can be considered among the boundary partners of the Spinning the Web Phase II projects:
- World Bank Institute – Through relationships cultivated with the WBI, Spinning the Web research on both knowledge networks and Web communications has been shared through several global networks. Representatives from throughout WBI attended a half-day workshop on Knowledge Networks in February 2001. This sparked a number of follow up activities with each network.
  - Global Knowledge Partnership (GKP) – The SDCN was involved in several activities leading up to the Global Knowledge 2000 conference. Development Alternatives assisted with the organization of the November 1999 TASKnet meeting and IISD coordinated the input of young people from around the world into the GKP Action Plan. At the conference itself, the SDCN sponsored a half-

day workshop on Knowledge Facilitation. This workshop was presented by representatives of all SDCN founding member organizations. Topics covered with the 40 participants included:

- o Putting the "C" back into ICTs
- o Integrating electronic and print publishing
- o Developing joint modules
- o Community developed Web content
- o Linking community voices
- o Regional and global dialogues
- o Sustainable development gateways

Following the conference, IISD placed an intern with the GKP secretariat in Washington, DC to assist with content development for the GKP portal. In addition, IISD has continued its work on youth and the digital divide with the GKP by facilitating youth input to the G8 DOTforce and catalyzing the "Youth, ICTs and Digital Opportunities" network (see http://www.iisd.org/networks/gkyouth.asp for additional details).

- ▪ Global Development Network (GDN) – In March 2001, Terri Willard attended "The Internet, Research and Policy: A Knowledge and Capacity Sharing Workshop" hosted by the Institute for Development Studies and the GDN. At the meeting, she provided insights on the relationships between GDN network governance and the proposed GDNet gateway project with its regional portals (http://www.gdnet.org). The GDN reciprocated by funding the participation of four GDN Web managers plus three WBI staff at the SDCN's Web Communications Initiative Writeshop in Vancouver in May 2001. In November 2001, Willard shared STW learnings on engagement strategies with the GDN through its online discussion on "Bridging Research and Policy" (http://www2.ids.ac.uk/gdnet/subpages/comm_forum.html).
- ▪ Global Development Learning Network (GDLN) - During 2001, Heather Creech was contracted by the World Bank Institute to provide 3 months worth of advice on the structure, governance and principles of the network.
- International Development Research Centre (IDRC) – A workshop was conducted at IDRC in February 2001 to present the preliminary results of our research on knowledge networks. Synergies are developing with the IDRC Evaluation unit on methodologies for evaluating knowledge networks.
- Canadian International Development Agency (CIDA) - A workshop was conducted at CIDA in January 2001 to present the preliminary results of our research on knowledge networks. Follow up discussions have continued with CIDA's EnviroNet staff.
- World Conservation Union (IUCN) – In June 2000, IUCN provided funds for Terri Willard to scope out areas of cooperation with the IUCN in its Central American Regional Policy Network. Willard recommended that Fundacion Acceso be contracted to undertake any Internet communications work on the project in the

future. In October 2000, IISD Geneva staff member Jason Switzer delivered a
workshop on knowledge networks at the IUCN congress in Amman, Jordan.

- ItrainOnline Partnership – In addition to contributing its knowledge of and training
materials on, Web communications, IISD is seeking to assist the ItrainOnline
Partnership to develop appropriate governance and management structures. This
partnership experiment has the potential to influence the structure of other such
collaborations undertaken by IICD, OneWorld, Bellanet, INASP, and the APC.

- Regional and International Networking Group (RING) – Coordinated by IIED, the
RING seeks to enhance and promote sustainable development through a programme
of collaborative research, dissemination and policy advocacy. IISD joined ENDA
and Development Alternatives as members of the RING in 2001 in order to better
share our knowledge of network management and engagement strategies. Given the
significant overlap of organizations between the SDCN and the RING, it is important
that research and communications activities of these networks remain harmonized.
The RING coordinator has agreed in principle to use the SD Gateway as a tool to
integrate their members' research products.

- Household Energy Development Network (HEDON) – HEDON is an informal
consultative forum dedicated to improving social, economic, and environmental
conditions in the South, through promotion of local, national, regional and
international initiatives in the household energy sector. IISD has provided advice to
the network coordinator at Eco Ltd in the United Kingdom on knowledge network
operations. Results of this advice include the creation of SPARK-NET, the first
formal Knowledge Network on Sustainable low-income household energy in
Southern and Eastern Africa. IISD and Eco Ltd are further joint proposals to research
and compare network engagement strategies used in the fields of trade, climate
change and household energy.

- Bretton Woods Project – IISD provided substantial input to Ethical Media's study
about communication and networking strategies for Civil Society Organisations
(CSOs) concerned with IFIs. It is hoped that this study will prompt a broad
discussion among IFI-watchers about current problems with their communication
practices and the potential solutions, the requirements for training and funding and
the varying capacities of Northern and Southern NGOs to embrace ICT
developments.

- RMIT MA in Virtual Communications – Following the SDCN workshop at GK2000,
Terri Willard was invited to serve on the international advisory committee for the
new Master of Arts (Virtual Communication) at the Royal Melbourne Institute of
Technology (see http://www.tcm.rmit.edu.au/pwe/vcp2.htm). Spinning the Web
research on knowledge networks has been used in course instruction and the SDCN is
used as a case study in the program.

- United Nations Environment Programme, Division of Technology, Industry and
Economy (UNEP DTIE) – Given its experience with the SDCN, IISD was contracted
in 1999-2000 by UNEP DTIE to provide advice on integrating online and traditional
communications. Through the consulting arrangement and the provision of three
interns to DTIE offices in Paris and Geneva, the SDCN's Web communications
learnings have been further tested and refined in the creation of
http://www.uneptie.org and http://unepfi.net/ . Spinning the Web funding from IDRC
enabled Terri Willard to chair a session on "Cleaner Production: The Importance of

InterNET-WORKING" at the Sixth International High Level Seminar on Cleaner Production.

- United Nations Environment Programme, GRID – Sharing of experiences between GRID and the SDCN was initiated during the UNEP DTIE consulting contract in early 2000. In August of that year, Aled Jones, a master's degree student at the University of Lund, Sweden approached IISD to conduct his thesis research about environmental information on the Web. His comparative study of GRID's Baltic Region GIS, Maps and Statistical Database and IISD's Earth Negotiations Bulletin is available on GRID's site dedicated to the "Impact of Environmental Information on Decision-making" (http://www.grida.no/impact/). In September 2001, 2 interns were sent to GRID-Arendal to assist with information and communication activities. In January 2002, Duane Taylor (YCLSF intern with the SDCN Coordination unit in 2000-2001) was hired by GRID-Arendal as the portal manager for http://www.unep.net . Results of GRID's work on meta-data are now regularly shared through the SDCN's SD Webworks discussion list.
- Canadian Government Climate Change Partners – In June 1999, Willard chaired session on "Climate Change on the Internet – Electronic Networking" examining the impact and potential of the Internet to strengthen linkages in the Canadian climate change community. This session was followed up by a visit from the DFAIT officer responsible for their climate change Web site. IISD continued the relationship with federal government climate change communications staff through various consulting contracts providing advice and content development for http://www.climatechange.gc.ca/
- International NGO Training and Research Centre (INTRAC) - The Web site critiques template and IISD's working paper on assessing Web site usage served as critical inputs to INTRAC's paper and Web site on "Evaluating the Internet as a Medium for the Dissemination of Development Research." (http://www.urbandevelopmentforum.org/WebsiteEvaluation/). The project leader and consultant are active members of the SD Webworks community.

In addition to undertaking outreach to targeted partners, the SDCN has also promoted good practice in knowledge networking and Web communications through several additional channels:

- 99 interns trained by SDCN Coordination Unit staff between 1998-2001, incorporating lessons from the Network. 75 were sent to organisations that are not SDCN members, spreading knowledge about the Network and its practices
- Keynote panel presentation by the SDCN on "Knowledge Management: Key to Sustainability?" at EXPO 2000 in Hannover, Germany through Global Dialogue 1 (organized by SEI).
- Keynote presentation on communications and engagement strategies at FORUM Umweltbildung's June 2001 conference on "Educating and communicating sustainable development - the use of the Internet."
- Presentations on the SDCN to other organisations and displays at conferences (e.g. Chinese Cleaner Production Delegation; 2 groups from the Program on Energy Environment Resources and Sustainability (PEERS); Global System for Sustainable Development (GSSD); Romanian SDNP Node; Indian World Bank Delegation; WRI Digital Dividends conference; TERI Workshop on Networking

for Sustainable Development; Swedish EPA conference on "Bridging the Gap: Sustainability Research and Sectoral Integration"; 2000 CPSR Participatory Design Conference on "Designing Digital Environments--Bringing in more voices")

Project Management

In Spinning the Web Phase II, IISD anticipated distributing project management functions more broadly throughout the network. Initial budgets reflected this assumption through reduced staffing of the Network Coordination Unit and earmarking of funds for activity project managers within other SDCN member organizations. However, the distribution of such responsibilities was not particularly successful for several reasons reasons:

- Financial transfers – Development Alternatives and FARN discovered that India and Argentina had stringent laws on financial transfers out of the country. Fees and paperwork to complete transactions with other network members for activities on the water and public participation module would have been substantial. For this reason, they requested that IISD handle these payments to other network members.

- Project management skills - Many network representatives lacked adequate project management skills to deal with the complexities of coordinating virtual project teams. They did not establish clear expectations of other members, nor did they outline processes for undertaking tasks and reporting back to one another. When conflicts inevitably occurred, they turned to the NCU to help open channels of communication and to resolve differences. In addition, some of these communication staff had little experience with fundraising proposal development and seemed to expect the NCU to continue to source funds for vaguely defined project ideas.

- Member staff turnover - Over the course of the project, there was significant staff turnover in the communications departments of all member organizations. Critical mid-level project managers left REC, Development Alternatives, and IISD early in Phase II, necessitating the identification of alternate staff to manage day-to-day relationships and activities within the network. It was very difficult to maintain momentum when new staff needed to be oriented to the network and their commitments to various activities.

- NCU staff turnover – In June 2000, the project officer who had been with the SDCN since its inception left the NCU to pursue graduate studies. A new project officer filled in part time while also working on other IISD projects for nine months before moving to British Columbia. This position was then filled by an IISD intern for six months, which he continued for an additional six months as a consultant on particular network activities. This constant turnover at the officer level compounded difficulties in tracking member commitments and progress on project activities.

Given these factors, the IISD project manager responsible for coordinating the SDCN was required to play a much greater role in managing Spinning the Web Phase II than anticipated. Given other STW commitments to document lessons on knowledge networks and Web communications, to coordinate network governance and meetings, and to develop SDCN outreach strategies – it was extremely difficult to provide the additional project management services required by members.

Network Meetings and Evaluation

During the project, network members were able to meet twice in person and twice virtually. These meetings each served slightly different purposes:

- Dakar, Senegal (May 1999) – Review of vision, mission, membership structure; planning of 2nd round of joint projects. Attended primarily by senior

communication managers from member organizations, there was a great deal of informal sharing of organizational experiences.

- Kuala Lumpur, Malaysia (March 2000) – Progress reports on joint modules and work with associate members. Held as a side-event at the GK2000 meeting, project funders were invited to attend to contribute their ideas for Phase III and to discuss network learnings. The meeting was less successful than the Dakar meeting due to the mix of both junior and senior network representatives in attendance.
- Virtual (October and December 2000) – The first half of the meeting provided an opportunity to focused review of projects. The second half of the meeting was to revise the membership structure and governance agreement in accordance with a project-centric vision of Phase III in which no core funding for the network would be envisioned.
- Virtual (November 2001 – February 2002) – This meeting has focused on evaluating the SDCN's performance since the inception of Spinning the Web in 1996. The SDCN Evaluation was completed and sent to network members and donors on March 1, 2002.

In April 2002, the SDCN will convene a virtual meeting to discuss the conclusions and recommendations contained within the five-year evaluations. The meeting will focus on developing a plan of action for Phase III (Consolidation Phase) of the SDCN.

Financial Status

Please find the Final Financial Report attached as Appendix F.

In July 1999, modifications to the original Spinning the Web Phase II proposal and budget were proposed by the Network to IDRC and CIDA. Both agencies accepted the proposed modifications to allocate funds to support collaborative work on the agreed upon substantive theme areas. In addition, it was agreed to consolidate funds to support capacity building for new Associate Members. In December 2000 the project was extended to March 31, 2001 with an additional commitment of $32,000. To permit the inclusion of additional chapters in the knowledge networks book, the project was later extended to July and finally December 31, 2001.

Appendices

Appendix A: Spinning the Web Activities and Funders Matrix

Activity	IDRC[1]	CIDA[2]	WBI[3]	IISD[4]	SDCN In-kind	Other
Knowledge network research	X	X	X[5]			X[6]
SDCN						
Substantive communications						
Content development						
Joint content	X	X				X[7]
Individual content	X	X			X[8]	X[9]
Content integration						
SD Gateway		X				
Other marketing	X	X			X[10]	
Capacity building						
Within SDCN	X	X				
Beyond SDCN	X	X	X[11]	X[12]	X[13]	X[14]
Network governance	X	X		X[15]	X[16]	

[1] International Development Research Centre

[2] Canadian International Development Agency

[3] World Bank Institute

[4] International Institute for Sustainable Development

[5] Consulting contract from Global Development Learning Network covered the writing of working papers on governance and evaluation.

[6] Travel funding and honoraria from FORUM Umweltbildung

[7] E.g. REC was able to source additional resources for the sustainable cities module through the Japan Special Fund. IISD interns funded through CIDA, DFAIT and HRDC contributed to the research and development of joint modules.

[8] All founding members redesigned their Web sites during Phase II using pre-existing funds

[9] Under the project framework, many SDCN members used IISD interns to improve and expand their individual content

[10] Members utilised their individual electronic mailing lists and newsletters to promote the research of other SDCN organizations.

[11] Funding through the GDN enabled Willard's participation in GDNet meeting to share the SDCN experiences. Additional funding under the GDN permitted collaboration on developing training materials on nonprofit Web management

[12] Staff time

[13] Staff time

[14] E.g. SEI's funds for Expo 2000 covered travel costs for the SDCN coordinator to deliver a keynote presentation; UNEP consulting contract covered the first draft of working paper on "Communicating SD on the Web".

[15] Heather Creech's time to provide advice on network governance.

[16] Staff time for SDCN member meetings and network governance discussions

Appendix B: Joint Module Reports

EcoLegis Module

Final Report
(incl. Concept Paper)

Prepared by
Jerome Simpson
REC

FINAL PROJECT REPORT - ECOLEGIS
For submission to SDCN Network Members

PROJECT IMPLEMENTATION

Key Milestones:

Project Meeting 1: January 26, 1999, Szentendre, Hungary,
Introductions, Synergies/cooperation, Project Objectives/Terms of Reference, Timeline.

Project Meeting 2: April 8-9, 1999, Buenos Aires, Argentina,
Introductions and appraisal of work so far, Discussion of project objectives and implementation plan, Concrete actions under the implementation plan, Review of Hardcopy and Online Collections

Project Implementation: July-Sep,1999. Hungary and Argentina

Product Launch: September 2000

Data Storage - methodologies and frameworks
The project began with a review of the methodologies and frameworks used by REC and FARN for collecting legislation. This review occurred first via email, whereby both parties became familiar with each other's activities, and later during the first project meeting. More detailed notes are represented in the meeting minutes attached.

Cataloguing, summarising and digitizing the hardcopy legal collections of REC and FARN
The second project team meeting enabled a true discussion amongst information specialists regarding developing common protocols for managing both legal collections. Both RECs proposed database and FARNs existing catalogue adhered to a similar structure, although FARNs database contained more detailed data - usually because this is more readily available and received on a regular basis (RECs collection is managed on an ad-hoc basis). It was agreed therefore to catalogue items according to each organisation's own practice, but to harmonise the visible output via the web.

With respect to keywording, FARN and REC have to date used different schemes. However, given the need to enhance search functionality of the online version of the database, it was agreed at the second team meeting to work towards a supplementary shortlist of "thematic areas" which could be used to guide the user to legislation on a particular theme: air quality, public participation, waste, transport, urban planning etc. A list of 20 terms was agreed and all database entries were accorded 3-4 thematic descriptors.

Extensive cataloguing and checking progressed during the period July-September 1999. At REC, this was achieved with the subcontracting of an intern who entered all legal items into FMPro database. This entailed entering bibliographic references (title, year, form, abstract, keywords, topic themes). For REC, entering abstracts was more favourable because these are often published in the RECs newsletter, the Bulletin. In FARNs case, retro-abstracting 3000 legal items would require many more resources. Therefore FARN omitted the abstract field.

Instead it concentrated on adding thematic terms to the entire data set. A content review of the draft databases was subsequently made.

Hardcopy collections

As a follow up, REC reviewed and updated its existing legal resources (then numbering 450). FARN's collection of 3000 items was deemed extensive enough to not warrant a review of the existing collection – rather its practice of regular addition was continued. REC relied on its 15 Country Offices, which resulted in around 30 new items added to the collection. The REC's General Assembly (GA) members, and legal departments of each CEE Ministry of Environment were also approached. This was generally less successful, proving the value of maintaining RECs own country based experts. Although originally envisaged, 15 country-based legal experts were not subcontracted to review national collections. Rather, an intern was invited to further consolidate the collection and follow up with GA members. This resulted in an addition 30 items being added. Both collections are maintained in the respective regions, and access to the public is possible, free of charge.

An Internet Gateway

Both REC and FARN were keen to exchange experience on providing Internet access to online datasets. FARN were in the process of moving to an Internet based version of their legal database. REC had earmarked this a key objective of its information services activities. In light of the aforementioned agreements, it was firmly agreed a single online identity was necessary for the Ecolegis facility. This would provide access from each organisation's website through an identical "shell", complete with introduction to the Ecolegis Facility and search page. Hypertext links would connect respective collections and search mechanisms, as well as other Internet collections (of EU law, international conventions, US Federal Code etc.). A draft "shell" was prepared in Buenos Aires at the Second Project Meeting, and with some minor modifications (the name was originally ELLA for Environmental LegaL Access facility), remains largely unchanged. A Spanish version is used locally by FARN.
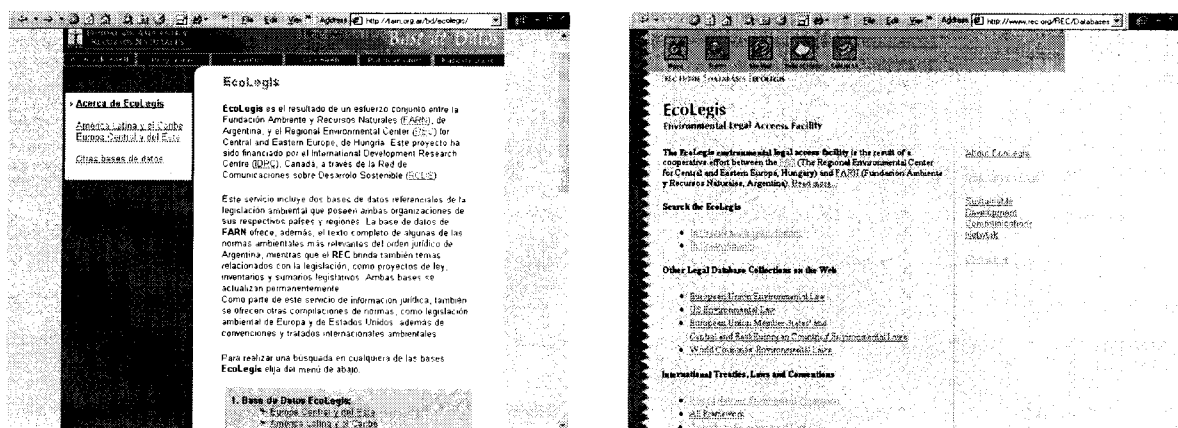
The adopted Shell was also considered strategically important for the SDCN network and was designed to be open ended, thereby enabling the introduction of other global partners at a later stage.

Launch on-line email discussion groups
An online legal email listserv (CEELAW-L@rec.org) was established early on in the project for the CEE legal community. This list is periodically used to circulate abstracts of new legal drafts or final laws. It is also used to solicit feedback regarding CEE legal developments.

CHALLENGES ENCOUNTERED
Many challenges were encountered, for example, the issue of merging databases, harmonising keyword systems, use of search functions, presentation of results, form etc. A number of these are referenced above. Some are reviewed in more detail below and in the meeting minutes attached to this document.

Single Legal Database vs Joint Dataset?
Questions arose whether a single legal database resource should be developed, or whether two independent sites under one "framework" would also meet the project's objectives. Both databases were similar in that they were set up in response to a need to organise and disseminate environmental legislation. Both share similar structures, are relied on to answer information requests, cover regions rather than a single country, and are intended for online Internet launch. However, both organisations acknowledged the differences which cannot so easily and shouldn't necessarily be compromised, e.g. both serve different constituents in different parts of the world, in different languages, with different levels of detail and systems of keywording. Both parties were therefore in agreement that an exchange of experiences, a harmonising of strategies for the collection of information, organisation of data, search mechanisms, and presentation/dissemination might be the focus of this initiative and meeting, and which might culminate in the development of a "legal gateway" to each other's resources. Such an approach would also leave open the door to other partners to join the gateway in the future. The timeline would be discussed in further detail and agreed depending on the meeting outcomes.

Digital Collections
Intentions to digitize the collections were largely dropped in order to avoid any liabilities regarding copyright. For instance, while legislation is usually public domain information, translated laws could infringe the right of the translator and/or publisher to their text. Secondly, many of the translations remain *unofficial* because of potential liability for misinterpretation of an original language item. REC therefore opted to make available bibliographic information. FARN on the other hand catalogues a great deal of official original language text. Through their own local agreements, they are able to upload the full text of a number of key legal items into their collection as text files rather than direct image scans.

Financial Resources
The limited financial resources for the project meant actions were implemented from a tight budget. Much of the project work was implemented with the support of interns who did the bulk of the cataloguing work. Project Managers could only afford to liaise and ensure a coordinated approach to the project, as well as to manage project officers. Unfortunately, the limited financing meant a final project team meeting in Budapest could not take place, as had been intended in Autumn 1999. This meant a review of progress to date, and final setting of deadlines could not take place. This reduced to some degree the importance attached to the project and combined with other priorities delayed the completion of the project.

MEASURES OF SUCCESS
The following indicators of success were originally proposed:

- Number of online Internet hits
- Number of "virtual visitors"
- Number of downloaded documents from the homepage
- Number of written requests
- Number and turnaround of responses
- Number of additions to the catalogues
- Number of messages posted to online discussion forum

Given the launch of the facility in Sep. 2000, (also the current date of writing this report), the success of the facility is negligible. It is only now that the above indicators can actually begin to be measured.

Data from FARN and REC is consequently not available for the number of online hits and visitors. Downloaded documents will not be evaluated by REC since it was decided not to mount the full text versions of legislation. FARN will monitor downloads and hits through IISD/SDCN .

REC handles approximately 50 requests for environmental legislation each year. The online legal facility has assisted users in making a preliminary search of materials online, and then later requesting hardcopy versions. Requests of this nature have been responded to in recent months from the US, CEE and Asia, and since the facility has been available online. In the case that a piece of legislation is not available in the database, REC simultaneously obtains the requested law, and then adds this to the database. Therefore the database enables REC to identify gaps in the collection and to strengthen its content. The REC's catalogue now accommodates more than 525 references to environmental laws, drafts and reviews of CEE legislation. This represents a 100 or so item increase since work began on the collection.

FARN will begin monitoring and tracking requests for environmental legislation, and also numbers of additions. Data regarding this will therefore be available at a later date.

For Central and Eastern Europe, an online discussion forum was established. A link/program has yet to be established whereby new additions to the catalogue are copied to this list. This will be established with co-funding likely to be received from the European Commission toward the end of 2000.

Other positive outcomes that can be reported is the flexibility offered by the permanently uploaded version of the in-house version of the database. New additions can be made in the Filemaker Pro platform that are immediately reflected online. This ensures no backlog or delay in cataloguing and ensures the user can always search the most up to date version of the database. FARN have also reflected this approach in their own database updating mechanism, based on the above advantages.

Were the project's goals met?
The project set out to improve access to environmental legal information in Central and Eastern Europe and the Latin American region through the use of Internet, an online reference catalogue, digital and hardcopy library.

It can be said the Internet has enabled the partners to significantly broaden access to its collections. Many citizens not living in the close vicinity of REC and FARN are now able to review the respective centers' legal holdings, and to request copies online. Given the increasing use of Internet on a global level, this can be seen as a valuable tool that can support improved legal drafting, decisionmaking and also environmental awareness. Furthermore, with the huge range of media (mobile cell phones, digital TV, public internet access points, PDAs, PCs etc.) available to citizens to access online environmental information, use of the facility is expected to increase, justifying its maintenance. The full text items that FARN have made available online ensure users can download whole pieces of legislation without needing to contact them directly. The REC meanwhile offers a contact point from whom legislation in the database can be obtained. For those without Internet access, better promotion of the hardcopy collection would be needed to "improve access." The RECs Bulletin, local and regional will be used to this end, with an article carried in the Autumn issue of 2000. Several upcoming REC projects will further profile the legal collection.

In a broader sense, the project set out to promote international cooperation among the SDCN partners and to facilitate the exchange of ideas and drawing on past experiences. For the first time, REC and FARN worked together on an international project. The know-how of both partners was utilised in agreeing the fields and format of the online database as well as the systematic thematic coding of the database collection. The template for the legal facility was drawn on RECs expertise with its variety of database packages already online. FARN demonstrated how local language legislation and specific country collections can be more simply placed online than a diverse regional collection. Each other's efforts have successfully been complemented rather than compromised. The project also acknowledges the vivid cultural exchange (working in different timezones, workday routines, environments and organisations) which could take place as a result. The end-result may serve as a case study for funding similar initiatives under Phase II of the Spinning the Web project.

BRIEF FINANCIAL STATEMENT ON EXPENDITURE

REC:

Item	Expenditure (EUR)
Banking Fees	13
Telecommunications	22
Consultants	288
Travel	1159
Meeting Costs	22
REC Workday Charges	7311*
TOTAL	8815

*REC wkday rate is 290 EUR/day. This indicates the project required 25 wkdays to complete. In reality, the Consultants budget line enabled REC to rely on an intern for almost three months, full time at a reduced rate.

FARN:

Item	Expenditure (USD)
Telecommunications	305
Library Coordinator	4200
Internet Officer	3389
Sub-Contrator	800
Assistant	1000
TOTAL	9694**

** The total amount of USD 9694, was equal to CDN 15000

Appendix One

FARN/REC Meeting Minutes

Tuesday 26 January 1999, 1000, REC, Szentendre

Attended by: Daniel Ryan, FARN,
Jerome Simpson, REC
Darek Urbaniak, REC
Rossen Roussev, REC

I. Introductions; appraisal of work to date; history

Both parties introduced themselves and their activities within the respective organisations. The meeting provided a good chance to become acquainted with one another at the start of this one year cooperative project and was to serve as a preliminary meeting to discuss the course of cooperation.

Jerome Simpson briefly overviewed the history of the RECs legal collection, and its current status. To date the REC has collected over 350 pieces of legislation concerning the environment in CEE, most of it in English. Collection, however, has been on an ad-hoc basis with parts of the collection now out of date. New legislation is often not available in English. The REC would like to verify and catalogue these items in a bibliographic format and mount on the Internet as an online searchable database. To date it has developed a simple index of all items filed by country. A cataloguing schedule has also been drafted, however, REC hopes to draw on the experiences of FARN before developing this further and like FARN, plans to develop a partial digital law library.

Daniel Ryan of FARN provided a general introduction to the work of FARN and its activities in Argentina. FARN and REC it seems perform similar roles in promote cooperation and dialog amongst environmental stakeholders, exchanging information, and performing research. Whereas the REC serves 15 countries, however, FARN primarily serves Argentina. The information component of their work is particularly similar to the RECs in the field of environmental law (which is FARNs speciality as opposed to REC which addresses many environmental issues), and overviewed the status of its own legal collection. Some 3000 items constitute their collection, mostly from Argentina and represent the federal, provincial, and municipal level. Most of the collection, updated on a regular basis has already been catalogued and is now under preparation for mounting on Internet. FARN are also thinking about scanning full text legislation for Internet users.

II. Synergies; cooperation

It seems clear that REC and FARN can benefit from each others experiences. FARN has a well implemented system for capturing new legislation in the collection, while REC collects on an ad-hoc basis. FARN are about to launch their catalogue on the Web, an area in which REC has a great deal of expertise as far as providing electronic access to sources of information.

Nevertheless, REC can benefit from FARN in as much as preparing its own legal catalogue, whose draft schedule corresponded in many ways to FARNs. With FARN information professional's input, the RECs catalogue can be modified, strengthened and to some degree harmonised with FARNs, though the fact that we are capturing different countries' legislation, predominantly in English means some essential differences will remain. REC can also benefit from FARNs strategy for mounting items in an online form. The issue of copyright is something both REC and FARN will look into before mounting full-text legislation. Many of these items and issues raised constitute the basis for a future meeting in which REC and FARN will map out its cooperative efforts.

III.   Project Objectives

Rossen Roussev (joined the meeting late) reiterated the project's goals and objectives, describing the background under which it was funded. Essentially, these are to promote international cooperation among the IISD partners and to facilitate the exchange of ideas and drawing on past experiences. Through this, an information gateway is to be launched that will provide access to legal information concerning central and eastern Europe and Latin America. The convergence of the databases are not necessarily an objective, but rather it is the provision of a platform from which both organisation's legal resources can be accessed by the public. Complimenting each other's work, as opposed to compromising it is rather the goal. The end-result may serve as a case study for funding similar initiatives under Phase II of the Spinning the Web project.

IV. Tentative dates for next project meeting

The REC and FARN proposed a follow up meeting for late Feb/Early March or Mid-April for drafting of a collaborative implentation plan. Given the desire of both partners to get the project underway asap, late Feb/Early March is preferred. FARN at this moment are unsure as to whether funds exist to cover travel to Budapest, so the venue for the first meeting would be Buenos Aires. FARN will look to solicit funds from other sources.

V. Material Exchanges

REC passed on copies of the publications and materials below and will gather background info on FARN from their website: http://www.farn-sustenar.org

- REC Bulletin Law Page
- Catalogue Schedule
- Environmental Law Library document
- Original Proposal
- Workplan

FARN/REC
Project Meeting Minutes

Date: April 8-9, 1999, Buenos Aires, Argentina

Attendees:
Jerome Simpson, REC,
Patricia Aizersztein, Library Coordinator, FARN
Popi Kleinman, INTERNET officer, FARN.
Julia Otamendi, Librarian, FARN
Eduardo Boglioli, Internet sub-contractor

1. Introductions and appraisal of work so far

REC was welcomed to Buenos Aires by the Deputy Director of FARN, and other staff of the FARN office.

The meeting began with a finalisation of the agenda and was followed by personal introductions from Jerome Simpson (REC), and Patricia Aizersztein, (FARN) regarding progress to date and forthcoming plans for the respective legal collections.

REC

REC began collecting environmental legislation in 1995 in response to the large number of requests it received from environmental stakeholders in CEE and outside the region (between 50 and 70 per annum). Its collection quickly grew to around 300 items and during 1997 it launched an initiative to catalogue its legislation in an ISIS database. The database was established but the entering of data could not be completed owing to a lack of donor support, and updating since then has been rather ad-hoc.

With IISD support under the current initiative, early in 1999, REC began reviewing and expanding this collection, through a four stage update initiative: In February it requested all 15 of its Local Offices to review country inventories of legislation, and to assist in procuring copies of any legal acts in English not already included. Responses resulted in around 30 new items being added to the collection along with updated official inventories for some countries. To cover the "gaps", a second stage was launched at the beginning of March, through approaching REC's General Assembly (GA) members. GA members include significant figures from within Ministries of Environment of each Central and East European (CEE) country. Reporting on the status of responses at the FARN/REC meeting, Jerome mentioned that just four out of 15 GA members had replied, with some other recommendations also received.

The third stage of the update strategy involves contacting the legal departments of each Ministry of Environment. Envisaged to take place during May, results will then be consolidated through the subcontracting of 15 country-based legal experts to review collections, the collection of any

missing significant legislation, and reporting on that which is current and also no longer valid. Once completed, REC will host an up-to-date legal resource.

Beside its update strategy, REC also reported on the intended conversion of its ISIS legal database to a Filemaker Pro (FMPro) platform by June. (FMPro is more Internet-friendly than ISIS). Starting mid-June, REC will also accommodate a junior lawyer for 10 weeks whose principle responsibility will be to catalogue and abstract REC's legal collection in the FMPro database. The final database and website should be prepared in parallel and should be ready for launch in September.

FARN

FARN was established in 1985 and began publishing environmental information and collecting environmental legislation. Its legal collection and corresponding ISIS database version (LEGAR) was established in 1993, with coverage extending mainly (but not exclusively) to Argentina and its respective federal, provincial and municipal structures. Other South American (Mercosur) countries are included, and to a lesser degree, North America and the European Union (EU). Around 3000 items are included in the database which is in Spanish (although legal titles are offered in English). Some two-thirds (mostly federal level) are Argentine while other countries covered include Brazil (200 items), Uruguay (280), Paraguay (80), Chile (60) and Bolivia (45). The database is updated on an ongoing basis, with entries selected from the Argentine Parliament's daily legal bulletin. Other countries' legislation tends to be added on an ad-hoc basis.

Owing to the popularity of this legal resource (FARN is the only organisation in Argentina collecting and disseminating environmental legislation), in 1998, it began preparing the database for mounting on its Internet webpage. A first stage envisions offering full-text access to a selection of the most important federal framework legislation of Argentina. Legislation will be scanned and offered free of charge in downloadable .pdf and/or text files. During 1999 (May/June) FARN envisages launching its legal resource online, and will later follow this up with further full-text items contingent on funding.

1. Discussion of project objectives and implementation plan

Both partners felt the need to first discuss what the objectives of the project were, its implementation and timeline. Most importantly, whether a single legal database resource should be developed, or whether two independent sites under one "framework" would also meet the project's objectives. Both databases are similar in that they were set up in response to a need to organise and disseminate environmental legislation. Both share similar structures, are relied on to answer information requests, cover regions rather than a single country, and are intended for online Internet launch. However, both organisations acknowledged the differences which cannot so easily and shouldn't necessarily be compromised, e.g. both serve different constituents in different parts of the world, in different languages, with different levels of detail and systems of keywording. Both parties were therefore in agreement that an exchange of experiences, a harmonising of strategies for the collection of information, organisation of data, search mechanisms, and presentation/dissemination might be the focus of this initiative and meeting, and which might culminate in the development of a "legal gateway" to each other's resources. Such an approach would also leave open the door to other partners to join the gateway in the

future. The timeline would be discussed in further detail and agreed depending on the meeting outcomes.

2. **Concrete actions under the implementation plan:**

HARDCOPY COLLECTION

i) *Review of REC/FARN collections including content (books, pamphlets, inventories or just pure legislation)*

REC's collection includes any item that is or relates to legislation, for example, draft laws, reviews/commentaries, inventories, compiled works, local language items, unofficial translations, and some non-environment related legislation, such as constitutional law. It is CEE country specific only. Users of the collection appreciate the diversity of resources, which without the various constitutions, drafts etc. would be limited in size, less often updated and less valuable.

FARN's collection concentrates on real legislation only. Only official texts are catalogued in LEGAR. Where a piece of legislation is contained in a book for example, it is photocopied and then catalogued separately. Drafts are not included since users tend to request and rely on receiving final versions of legislation only. "Supranational" legislation (Mercosur level, EU, or International treaties or conventions) is also included.

Respecting these differences, it was agreed to make clear to any user searching the legal resource the scope/coverage of each collection. Both catalogues have also developed modules that indicate either the rank or form of the legal text included so this can be used as a search field and in results presentation.

ii) *Catalogue schedule - discussion, harmonisation, and revision*

FARN demonstrated its LEGAR database field by field. By comparing both REC and FARN collections, 10 fields were deemed essentially identical, with a further 10 (of FARN's 30 fields) either unused owing to historical reasons (e.g. mercosur matrix/cataloguing system) or used to offer specific and detailed information (e.g. date of legal passage, promulgation, enforcement and publication, separately and in standardised form). REC overviewed its legal catalogue, and of interest was the practice of adding an Abstract or brief summary for each piece of legislation (further discussion later ensued). Other data tends to be more detailed and separated into several fields within LEGAR, e.g. Title, Number and Level of Legislation (as three fields), Observations and Notes (as five separate fields in LEGAR).

Given these characteristics, harmonising the two databases was not discussed in depth. Neither was a detailed harmonising of the catalogue schedule and format, which would only raise the level of workload in the case of reworking either collection toward consistency. Attention rather focused on the search functions and presentation of results which could instead and more easily be made uniform for the two sources, so that to the end-user on the outside, the differences would be far less apparent. These issues were discussed in more detail on day two of the meeting (see below). Secondly, by respecting the different systems, and concentrating on the

"front-end," the possibility for other partners to join and contribute to the legal system becomes more feasible.

iii) *Indexing practices, keywording, - adoption of a common environmental law language or thesaurus, perhaps IUCN's or UNEP's Infoterra, or EU standard*

FARN's collection is keyworded using the IUCN thesaurus which utilises some 400 terms. Patricia Aizerstein, FARN, explained use of the IUCN facility related to a period of earlier cooperation between IUCN and FARN. REC meanwhile relies on the UNEP Infoterra thesaurus (of around app. 3000 terms) for each of its library databases. A recent internal REC discussion with regard to switching to a new EU harmonised system has yet to be finalised.

Since REC's legal collection has yet to be catalogued, the IUCN mechanism might be adopted by REC, which would then offer the basis for a harmonised search function when presenting the two web-resources to users. However, the complexity of offering a 400 term keyword list as a pull down menu or checklist to the end-user raised more obstacles than solutions. Adoption of a new keyword approach would also require a learning period, and the tradition of relying on a more familiar mechanism was preferred to implementing a new system.

In light of these arguments, REC proposed the assignment of a simpler series of "topic themes", which could be applied to each catalogue record, relatively quickly. Around 20 key areas relevant to environment and legislation might be shortlisted and agreed with an additional field then added to both REC's and FARN's database schedules. Each record would be updated before finalisation of each resource. The same field would then be relied upon to execute a theme-based subject search function using a pull down menu of the 20 categories - less confusing it was agreed than 400 or 3000. Although this would mean additional efforts on behalf of both organisations (especially FARN who would have to retro-catalogue and who decided an intern might be sought to complete the work), the value and benefit to the system was agreed. At the same time, both partners would also continue to catalogue their collections according to their traditional keyword mechanisms, for which a simpler free text search function might also be offered. The two separate keyword systems might be elaborated on, for example, within an introduction within the database search facility page.

REC and FARN then examined a number of online websites (Argentine government site, the Library of Congress online legal facility, Romanian legislation online) that already offer access to environment-related legislation. Particular attention was paid to the online search mechanisms. Many of the REC's databases, like those viewed, also offer search functionality by theme, and so concluding from a user's point of view this might be the best approach, FARN and REC drafted and agreed to the list of thematic areas that are presented in Annex One.

Categories were kept as broad as possible, in order to simplify the process of assigning themes to catalogue records and it was felt the 20 titles selected represent the majority of issues and areas covered by the collections. Cataloguing can expect to assign more than one theme to each record, but not more than five or six. This should help to ensure the search facility will result in a more relevant number of hits.

iv) *Abstracting, summarising*

RECs legal facility includes an abstract field which offers a 2-3 paragraph summary (depending on the length of the legislation being entered). FARN expressed interest in the concept of offering "added value" information, and questioned the need for a qualified person to i) abstract, and ii) to summarise legislation. Jerome explained that the process essentially relies upon selecting the key sentences from the text, and bringing them together in the form of a summary. The subject should be less of an obstacle if one is able to identify the key issues. In reality, the process is only one step beyond assigning keywords; one scans the text looking for key themes/topics/terms, and then brackets them into given categories. A summary (as REC envisages for its database) only requires "dressing up" these key areas with further text.

FARN will consider further the option of adding summaries/abstracts to LEGAR although it was clear this would occupy considerable work time. Jerome suggested an intern could be used for this action, in the same way as REC will rely on an intern's support during the summer of '99. The subject remains open to further discussion.

THE ONLINE RESOURCE

v) *The Online resource, "The legal gateway" - How to present this metasource? Design, presentation, possible search functions, result presentation (reporting), project/search facility, and acronym*

Closing the discussions on day one, FARN and REC discussed the use of a title to represent the "legal gateway." "Environmental legislation access" or "ELA" was proposed by FARN and the concept developed into, ELLA - an EnvironmentaL Legal Access facility. The meeting was thus closed with the birth of ELLA.

The second day of the REC/FARN meeting concentrated on user access to the two legal databases within ELLA. Both REC and FARN agreed each partner might provide access from each organisation's website through an identical ELLA "shell", complete with introduction and hypertext links to each other's collections. Access to other collections (EU, international conventions, US Federal Code etc.) could also be offered. REC proposed to circulate some http suggestions, while FARN circulated the results of a former IISD intern who had researched a number of other valuable legal website resources. The facility might thus be presented as follows:

ELLA -
EnvironmentaL Legal Access Facility

Introduction

The Environmental Legislation Access Facility is the result of a cooperative effort between the Regional Environmental Center (REC) for Central and Eastern Europe and FARN, Fundacion Ambiente y Recursos Naturales, Argentina. Funded by the International Institute for Sustainable Development (IISD), Canada, the Facility includes two searchable bibliographic databases which offer access to environmental legislation from both organisation's respective countries and regions. FARN's database also offers full-text access to principle Argentine legislation, while REC's offers related items such as draft legislation, inventories, and reviews. Among the data available includes; Title, Rank, Number, Year, Country, and Implementing Authority. A summary Abstract, thesaurus-based Keyword field, and a selection of topic categories are also included. As part of this legal facility, access to other principle collections is also offered, for example; to EU legislation, US, and international conventions and treaties.

Compiled on an on-going basis by REC since 1995 and FARN since 1993, the ELLA database resources were launched online during the autumn of 1999. Both will be updated on a continuing basis. To search either of the ELLA resources, select from the menu below. Suggestions for inclusion of other legal database collections or submissions of legislation are welcomed and can be addressed to Jerome Simpson, (REC) or Patricia Aizerstein (FARN).

1. ELLA Database - Central and Eastern Europe
                    - South America

2. Other legal database collections on the web:
hypertext link
hypertext link
hypertext link
hypertext link

The proposed Introductory text would be translated into Spanish when mounted on the FARN web site. Links to either ELLA collection will offer users access to the search facility, which it was agreed would contain a secondary introduction (also in Spanish on the FARN site) and a simple, but comprehensive search function which would include the following fields:

ELLA -
EnvironmentaL Legal Access Facility

To search the ELLA database, select one or more items from the menu below and click on the search button. The **Thematic Area** field enables you to select from one of twenty key subject categories, designed to help refine your search and return the most relevant results. Use of the **Free Text** field will search a selection of indexed fields including keyword terms assigned to each record based on the Infoterra/or IUCN/ thesaurus. Search results will be returned in a list that includes title, number, year and rank. For the full bibliographic description, select a title.

Copies of this legislation are available for a small fee from the REC/FARN. Alternatively, a list of national contact points from whom legislation may be obtained in each country is also available.

TITLE	Input some key title words
COUNTRY	☐ Country names ☐ Country names
RANK	Draft/Act/Regulation/Inventory etc - pull down menu
TYPE **(FARN only)**	Supranational/Federal/Provincial/ Muncipal - pull down menu
THEMATIC AREA	Pull down menu of the 20 selected themes
FREETEXT SEARCH (incorporates abstract, title, country, keyword/thesaurus terms, responsible body	

SEARCH

In addition to the search functions, both REC and FARN agreed on the usefulness of offering users a link to a number of official contact points from whom legislation can be obtained when not available at REC or FARN. Both organisations will research this information which will be presented as a simple country by country scroll down list.

The following search screen will include a list of hits as follows:

```
                           ELLA -
              EnvironmentaL Legal Access Facility

Your search has resulted in the following hits:
(click on the title for further information)

1.      #, Title, Year, Country, Rank
2.      #, Title, Year, Country, Rank
etc.
```
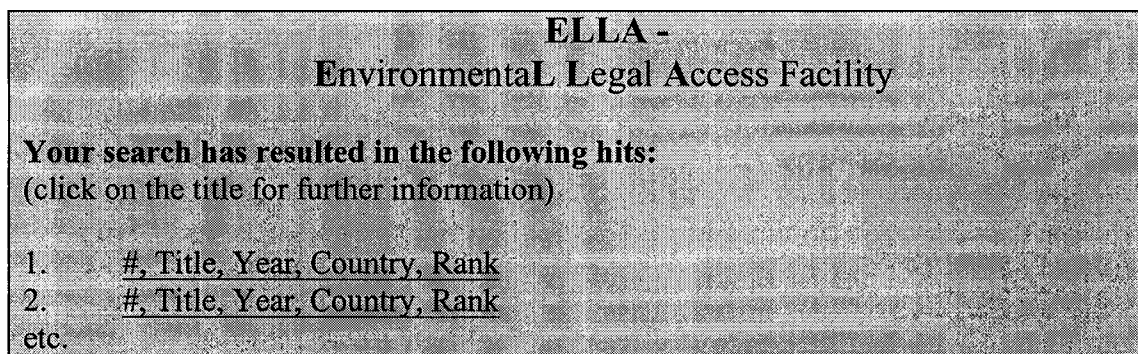
The full bibliographic reference will be presented in an identical format with the exception of one additional field for FARN, in spite of the greater differences between the two collections. This will include the following information:

```
                           ELLA -
              EnvironmentaL Legal Access Facility

Detailed search results:

#
Title
Year Passed
Implementing
Authority
Country/Length
Rank (FARN)
Language
Summary
Observations
Thematic Areas
Keywords
Shelfmark

            Back to search results
```
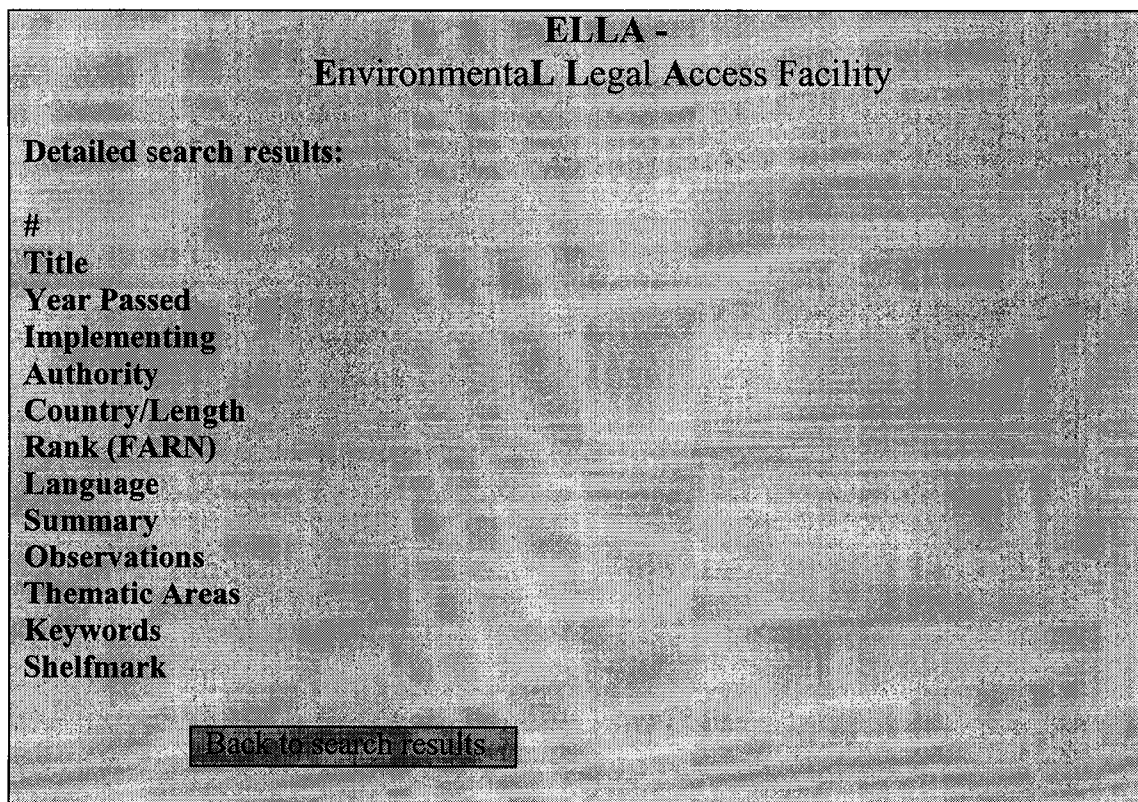
vi) Preparation for the full-text digital library. What items can and can't be made available? Is it a must?

Like FARN, REC had also considered offering users full text copies of legal texts. However, while FARN's collection relies on original, official legal texts that are public domain works, in REC's case, much of its collection relies on unofficial translated laws, that are not always Ministry approved. Scanning these items, as revealed in a report/survey conducted by an earlier REC IISD intern, might result in infringement of copyright laws, primarily because the translated work for example, would belong to someone, and is not therefore public domain information. The act of copying could also prove problematic. FARN offered REC the results of a recent conference and other notes on the issue of digital legal libraries, and copyright, which REC will further consider, however, for these reasons and for the moment, REC will offer a bibliographic resource. FARN continued discussion with Eduardo Boglioli, their Internet sub-contractor concerning file formats and linkages to the most important legislation from Latin America.

FARN hope initially to mount between 15-20 full text items of the most important sector specific and framework acts. Items will be scanned and mounted either in a .gif format, or will rely on optical character recognition techniques before mounting in .pdf or .txt format. A variety of tests will have to be made before a final decision is made as to which format, and whether the legal text will be mounted in .html format or as a downloadable file. One obstacle is the small point size of the original legal text to be scanned. Eduardo felt this work and preparation of the FARN website would take approx. one month to complete.

MAINTENANCE

vii) Collection and update procedures for legal collections, pro-active vs. passive

Concerning the update of the respective online collections, REC's webpage, operating using the Webstar server and search software on a Macintosh platform, will remotely access the Filemaker Pro legal database rather than search an independently imported file. Therefore users will always be able to search the latest version of the updated resource. However, updating and addition of the legal resources in the collection will continue on a rather ad-hoc basis until further funding has been found to support these actions.

FARN will rely on exporting their ISIS collection at regular monthly intervals and will send to their Internet subcontractor who will update the standalone file searched by the web server. FARN, unlike REC, has made its legal update work a core activity of the organisation (as it has been for many years), and therefore will be able to offer an updated and expanded database on a monthly basis.

4. Tentative dates for next project meeting, discussion of FARN search for funding

FARN envisage spending the forthcoming month or more retrocataloguing their collection with the addition of key thematic areas. Given the amount of time this will take to finalise, Eduardo will spend time working on developing the ELLA shell. REC similarly will concentrate on its collection update, before its legal intern arrives mid-June to catalogue and summarise every item. Both database collections are envisaged to be finalised late August, with the corresponding webpage also drafted by then. It was felt therefore that early September might be a suitable time for both partners to reconvene and to share experiences thus far, and to discuss the final mounting of collections online and testing periods before final launch mid-late Sept. REC offered to host the second project meeting in Budapest.

FARN meanwhile apprised REC of its search for supplementary funds that would enable both organisation's librarians to travel to Budapest for the September meeting. REC offered its support if needed in lobbying the Argentine ambassador in Budapest (the funding source being solicited at present).

Conclusions

Many discussions took place during the two day meeting. A number of challenges were faced, for which solutions were jointly discussed and agreed upon. For example, the issue of merging databases, harmonising keyword systems, use of search functions, presentation of results, form etc. At the end of the two days, both parties felt that cooperation and communication had been productive, with some valuable and concrete results to show from our long distance collaborative effort. What pleased us most perhaps was the joint identity which our cooperative initiative, ELLA, now enjoys, but which still respects the characteristics of each independent resource. Whatsmore, the door is wide open to other organisations to join and supplement the work and progress achieved by REC/FARN.

ANNEX ONE - TABLE OF THEMATIC AREAS

ENGLISH	SPANISH
AGRICULTURE/PESTICIDES	ACCESO A LA INFORMACION/ PARTICIPACION PUBLICA/ ACCESO A LA JUSTICIA
FLORA & FAUNA	
ENERGY	AGRICULTURA/PESTICIDAS
FORESTRY	AGUA/CONTAMINACION/ CALIDAD
PROTECTED AREAS	AIRE/CONTAMINACION/ CALIDAD
HUNTING & FISHING	AREAS PROTEGIDAS
TRANSPORT	BIODIVERSIDAD/FLORA Y FAUNA
WASTE	CAMBIOS CLIMATICOS
AIR QUALITY & POLLUTION	CAZA Y PESCA
WATER QUALITY & POLLUTION	COMERCIO
ACCESS TO INFORMATION/ PUBLIC PARTICIPATION/ ACCESS TO JUSTICE	DESASTRES/DESASTRES NATURALES
CLIMATE CHANGE	EIA
MINING	ENERGIA
SOIL	ENERGIA NUCLEAR
LAND-USE & URBAN PLANNING	FORESTACION/BOSQUES
PUBLIC HEALTH & SANITATION	MINERIA
NUCLEAR ISSUES	ORDENAMIENTO TERRITORIAL/ PLANIF.URBANA
OTHER	OTROS
TRADE & COMMERCE	RESIDUOS
NATURAL & NON-NATURAL DISASTERS	SALUD PUBLICA/SANIDAD
ENVIRONMENTAL POLICY/ ECONOMIC INSTRUMENTS	SUELO
	TRANSPORTE
	POLITICA AMBIENTAL/ ECONOMIC INSTRUMENTOS

Annex Three

Improving Internet Access to Environmental Legal Information
Draft Proposal and Workplan
September 24, 1998

BACKGROUND

Regional public interest environmental lawyers have repeatedly expressed their need for legal resources. While environmental law is a novel legal practice in the CEE and Latin American region, similar legal systems and developmental issues make these services particularly valuable to attorneys who otherwise have limited means to communicate with each other. This proposal outlines a means for lawyers to greatly improve the quality of their work through information exchange, use of regional models, and more effective inter-regional collaboration. These resources would also enable governments and private businesses to obtain the latest environmental law information and consult with regional practitioners, as well as access information pertaining to EU accession, particularly pertinent to CEE.

GOAL

Improve access to environmental legal information in Central and Eastern Europe and the Latin American region covered by the SD Gateway member, FARN, (The Environment and Natural Resources Foundation), Buenos Aires, Argentina through the use of Internet, an online reference catalogue, digital and hardcopy library.

OBJECTIVES

The primary objective of the project is, in cooperation with FARN, to develop and maintain an extensive Internet-based information system serving as a gateway to legislative documents and publications from CEE and FARN's regions. In addition, to maintain a hardcopy collection serving those stakeholders without Internet access and an online email based legal issues discussion list.

TARGET AUDIENCE

Environmental lawyers, legal practitioners, students, environmental stakeholders, third sector pubic citizen organisations, governments and businesses in both Central Europe and Latin America.

PROJECT DESCRIPTION

This proposal relies on the substantial networking capacity and regional expertise developed by the REC and FARN since their establishment over the last ten to fifteen years. The REC has branch offices in most CEE countries while FARN is based at the heart of Southern America in Buenos Aires. Both organizations have collaborated with numerous indigenous organizations in both the legal and environmental sectors. Building on the work FARN has already performed in establishing a Latin American legal database, the REC will develop a CEE equivalent based on its collection of CEE environmental legislation . Furthering the concept of broader access to information and exchange, legislation will be scanned electronically for dissemination via the

WorldWideWeb. Hardcopy libraries will in the mean time service those without Internet access. Both the REC and FARN have created comprehensive environmental libraries for their regions, and both have proven expertise in providing on-line services. In-country expert networks will be relied upon to provide both libraries with updated texts (in English and the local language) for the continual expansion of online resources.

Under this proposal, REC and FARN project managers will jointly oversee the project's implementation in the CEE and Latin America, respectively. Potential database structures and formats based on FARNs expertise in the field will be shared and discusses before further development of this unique environmental resources.

PROJECT IMPLEMENTATION
The project will require the following steps to be taken:

- Review the already existing FARN methodology and framework for collecting legislation information, review other similar initiatives on the Internet and develop common protocols for managing the legal collections
- Develop the thematic structure of the REC's legal database based on FARNs experience and knowledge
- Exchange experience on providing Internet access to online datasets
- Catalogue, summarise and digitize the hardcopy legal collections of REC and FARN
- Create an Internet gateway to the two complimentary legal databases
- Maintain hardcopy collections including additions
- Launch on-line email discussion group devoted to environmental law issues

IMPLEMENTATION SCHEDULE
- Month 1-2 - Initial discussions, experience sharing and development of thematic structure.

- Month 3-4 - Cataloging summarising, and digitising hardcopy collections

- Month 5-6 - Online launch of Internet resource and online discussion list

- Subsequent months - Ongoing maintenance of online and hardcopy resources

MEASURES OF SUCCESS
The success of the project will be measured by the following indicators:

- Number of online Internet hits
- Number of "virtual visitors"
- Number of downloaded documents from the homepage
- Number of written requests
- Number and turnaround of responses
- Number of additions to the catalogues
- Number of messages posted to online discussion forum

HUMAN RESOURCES

One part-time librarian/coordinator will operate within both locations to collect, index and will scan all legislation and prepare key-worded summaries for on-line mounting. All on-line services will be offered in English and Russian and will be managed by the REC/FARN webmasters. Summaries of new additions to websites will be compiled and distributed electronically via discussion-list forums and on the Internet by the librarian/project coordinator.

BUDGET

USD 15,000, further detail omitted at this stage.

REC BASED CONTACTS:

Jerome Simpson, Tel: 36-26-311-199, Email: jsimpson@rec.org
Rossen Roussev, Tel: 36-26-311-199, Email: rroussev@rec.org

Sustainable Livelihoods Module

Concept Papers (Year 1, 2-3) and
Final Report (Year 2-3)

Prepared by
Taoufik Ben Abdallah
ENDA-TM

Creating an Online Sustainable Livelihoods Module
Proposal and Workplan
October 14, 1998

Background
Developing mechanisms for knowledge sharing and creation among Southern NGOs is a critical step for improving the depth and richness of sustainable development information. New information and communication technologies provide increasing opportunities for Southern NGOs to work together and to reach many different audiences. NGOs in both India and Africa are increasingly focusing on developing sustainable livelihood projects. Such NGOs can pool their knowledge by sharing experiences. Sustainable livelihood creation can take many forms but in essence, it involves empowering people to develop livelihoods that enable them to meet their needs in dignity and in a sustainable manner. This proposal outlines the creation of an online module grounded in sustainable livelihood projects in Africa and India.

Goal
Development Alternatives (DA) and Environnement et Developpement du Tiers Monde (ENDA) will jointly create an online module on sustainable livelihoods, with some assistance from the International Institute for Sustainable Development (IISD). The module will be available in a multi-media format and a text only format.

Objectives
Developing this module will increase understanding about new and creative processes for global knowledge creation and sharing between Southern NGOs. The knowledge created about the *process* could potentially serve as a model for further collaborations. The module itself will support sustainable livelihood creation in other communities by highlighting success stories and providing research and implementation tools.

Target Audience
The target audience includes advocacy groups, policy makers, and development practitioners (including all levels of NGOs and funding organisations working on sustainable livelihoods). The module will also be of interest to students and researchers. Additionally, as well as providing access to case studies and background content, the multi-media format of the module allows communities to reuse the material developed.

Project Description
The module will be an online introduction to sustainable livelihoods, highlighting diverse voices, stories, and strategies at the individual, household, and community levels. It will include a special focus on women and other marginalized groups. The module will use a multimedia approach and provide meta-tools for identifying and changing livelihood choices. Finally the module will identify other organizations working on sustainable livelihood issues.

The module will be founded on the extensive experiences of both DA and ENDA in promoting sustainable livelihoods. DA is based in New Delhi, with branches in India. The DA family of organisations designs appropriate technologies and institutions to create sustainable livelihoods. ENDA is based in Dakar, Senegal, with branches around the world. ENDA strives to integrate the environmental, economic and cultural relationship in activities to meet the needs and

objectives of grassroots groups. Selected projects from both organisations will be highlighted in the module. ENDA and DA project managers will jointly oversee the module's development.

Project Implementation
The project will comprise the following steps:

- review sustainable livelihood initiatives, methodologies, principles and practices at ENDA, DA, and other organizations
- develop the information architecture for the module
- establish protocol for communicating and gaining consensus using the internet
- select the case studies from each organization and conduct background research
- At DA: collect multi-media accounts of the projects from participants / At ENDA: organize workshops to develop content in collaboration with community members
- develop the case study material into packets for the module (with community input where feasible)
- initiate communication between community groups where feasible
- develop supporting module information (e.g. methodological tools, conceptual background)
- integrate material into a multi-media module, a text based module, and a hardcopy module
- launch the online modules (text based and multi-media) and begin marketing the site

Implementation Schedule
Month 1-2:   initial reviews, discussions, design of information architecture establish communication protocol; select case studies, begin background research
Month 3:   continue background research and travel to project sites to collect primary data
Month 4:   continue travel to project sites and begin shaping the case study material
Month 5:   complete the development of the case studies and the supporting information
Month 6:   integrate all of the material into a cohesive module in collaboration with IISD and launch it online, begin marketing the site, and return material to the communities involved in the project

Measures of Success
Qualitative and quantitative measures of success will include the:

- depth, relevance, and interest of the module
- extent and authenticity of the inclusion of popular voices in the module
- usefulness of lessons learned on south-south knowledge sharing and creation
- number of online internet hits and number of "virtual visitors"
- number of downloaded documents from the module
- number of requests for hardcopies of the module
- extent of internal use of the module for training, marketing, and reference material

Human Resources
One intern working full-time for DA and part time for ENDA (2-3 days per week) will research and develop the case studies, facilitate communications between DA and ENDA, develop the module design and information architecture, and assist in the website design and launch. Guidance will be provided at all stages of the project from DA and ENDA project leaders and

input will be collected from various DA and ENDA research staff. Additional support as needed and particularly in terms of the final integration and launch stages will be provided by IISD.

Budget
CDN 30 000, (15 000 to each organisation) further details omitted at this stage

DA Based Contact:
John Borgoyary, Tel: 696-7938, Email: john@sdalt.ernet.in

ENDA Based Contact:
Muthoni Muriu, Tel: 821-7037, Email: syspro2@enda.sn

Sustainable Livelihoods II Concept Paper

By: **Taoufik Ben Abdallah, Coordinator, ENDA-TM-Syspro2, Dakar**
For: **Sustainable Development Communications Network**
Date: **January 5, 2000, revised February 18, 2000**

1. Title: The Search for Sustainable Livelihoods

2. Participating Organisations

Organisation	Abbrev.	Contact
Environnement et Développement du Tiers Monde	ENDA	Taoufik Ben Abdallah
Development Alternatives	DA	George Varughese Ambika Sharma
Stockholm Environmental Institute	SEI	Arno Rosemarin
Regional Environment Center for Central and Eastern Europe	REC	Paul Csagoly; Gabor Heves

3. Background

The concept of a sustainable livelihood is more and more useful in the international debates currently taking place about development. The most common approach makes reference to environmental and economic norms and models of production and consumption that can function without undue damage to the environment.

But another approach is steadily emerging, which attempts to place higher importance upon the strategies for survival employed by the population at large, shifting the focus to local solutions, to ideas that can be integrated into the quest for sustainability. This approach seems to us to be the most pertinent, for it recognises diversity and the relativity of norms and environmental constraints.

It's this debate within the SDCN that spurred the original development of the "Sustainable Livelihoods Module", as witnessed in our first experimentation with it during 1998-1999, conducted by ENDA and DA. During this period we accomplished many things, such as the launch of the websites, and the organisation of training sessions for grassroots groups and others. Our experience gained in the initial phase of the module should be useful as we continue work in the year 2000.

4. Goal

In general, the module seeks to make knowledge of initiatives in sustainable livelihoods available to policy and decision-makers, advocacy groups, development practitioners, NGOs and others. It is expected that there will be both similarities and differences among the project partners in defining and providing information for the module. It is hoped that by making the results of initiatives and strategies from diverse parts of the world available to others, the opportunity for sustainable livelihoods, overall, will be increased. By providing the 'tool' of information about a variety of diverse and alternative ways of life from different regions, presented in an easy-to-absorb format on the Internet, we will facilitate access to information

about sustainable ways of life. The result of this, it is hoped, will be a direct impact upon the ability of individuals at local levels to live sustainably.

In the short-term, goals are...
- To integrate new technology into the existing social context
- To facilitate the adoption of these new technologies by grassroots groups
- to develop of tools and their related products: webpages, training sessions, interactive training modules, etc.
- to develop strategies adapted to each team taking part in the module
- to organise information relating to sustainable livelihoods and disseminate it via the new communications technologies provided by the SDCN

In the long-term, goals are...
- to develop an overall framework wherein all four modules contribute to each other
- to spark conceptual discussion on the concept of sustainable livelihoods
- allow the module to be a 'seed money' in the generation of larger proposals

5. Products
We hope to produce...
1. the integration of REC and SEI into the current module
2. an enriched and expanded set of module websites
3. video and audio elements
4. further editions of the journal "Jokkoo"
5. further links between the different groups working on the module

6. Audiences
There are four main groups targeted by the module:

1. The grassroots groups involved in actions related to the module
2. Small businesses
3. NGOs
4. International organisations

7. Activities
A description of all activities is presented here, with a summary of dates and who is involved in each stage immediately after.

7a. Production of concept paper

7b. Review of concept paper

Two 'streams' to the module are then envisaged: 'Identification of Sustainable Livelihoods Initiatives' and 'Action Linked to the Modules'. They are to be undertaken concurrently, but are presented here sequentially:

7c. Identification of Sustainable Livelihoods Initiatives

As in the other modules, each organisation will conduct a search and review of information already available in their respective region. This material sought for should be already produced, either by the 'searching' organisation or by other organisations in the region.

Case studies and main research foci are as follows:

ENDA will continue to derive information from activities carried out by ENDA itself, as well as present information on other studies and examples from the West African region.

DA will produce 10 two-page profiles on sustainable livelihood enterprises, and a business plan for one sustainable livelihood enterprise.

REC will draw upon the large amount of information currently available regarding sustainable livelihood initiatives in Central and Eastern Europe. This information will be supplemented by 2-3 visits to sites within the region, i.e. adding interviews, photos, etc.

SEI will study natural resource utilisation, drawing upon examples from Europe (especially Northern and Baltic regions) as well as South Africa (on specific SEI research being done on 'participatory GIS' there). SEI will also study the idea of 'appropriate' technology in developing countries.

7d. Search for external information from websites
Each organisation will conduct a search for information from websites, and integrate it with the information found in step 7c.

7e. Compilation of information
All information accumulated in steps 7c and 7d must be summarised and brought together, by each organisation. This summary then forms one part of the 'draft' copy of the module, along with the information from the 'Actions linked to the modules' stage, which follows next.

7f. Actions linked to the modules
Actions linked to the modules will continue to be pursued by ENDA, with the projects started in the framework of the module last year. This will include:
- Building internal processes of ENDA teams
- Training sessions: internet, journalism, theatre
- Continued publication of the journal 'Jokkoo'

7g. Summary of Actions
For presentation as a webpage, actions undertaken in step 7f (Actions linked to the modules) will be summarised by ENDA. This should be done in a similar way to the process undertaken last year, as evident on the current webpages of the sustainable livelihoods module.

All information and work compiled in steps 7e and 7g can then be brought together in a module 'draft'.

7h. Review of the draft

7i. Reformation of module as a new website
The current sites for ENDA and DA will be updated and improved, while REC and SEI will create new sites. Each teams' web presence should be augmented by the presentation of summaries of information found and actions undertaken.

Work on the sites will then be officially (re-)launched.

7j. Marketing
The principal method of marketing will be the one used at present, online promotion via email of the module to discussion groups, etc. SDCN members will also market the new module through their existing communications vehicles, which include bulletins, newsletters, websites, press releases, email, etc.

Summary of activities and proposed schedule

#	Activity	Teams involved	Start Date	End Date
a	Concept Paper	ENDA	October, 1999	January 5, 2000
b	Review of Concept Paper	DA/REC/SEI	January, 2000	February 18
c	Identification of Sustainable Livelihoods Initiatives	ENDA/DA/REC/SEI	February 1	April 30
d	Search of websites	ENDA/DA/REC/SEI	February 1	April 30
e	Compilation of information	ENDA/DA/REC/SEI	February 1	April 30
f	Actions linked to the modules	ENDA	March 1	April 30
g	Summary of Actions	ENDA	March 1	April 30
h	Review of the draft	ENDA/DA/REC/SEI	May 1	May 31
i	Reformation as a new website	ENDA/DA/REC/SEI/IISD	February 1	September 30
j	Marketing	ENDA/DA/REC/SEI/IISD	May 31	September 30

8. Financing
The current amount dedicated to the project by IISD is **CDN $40,000**. It will be divided like this:

Team	Amount allocated ($-CDN)
ENDA	18 000
Development Alternatives	8 000
REC	8 000
SEI	6 000

Rapport narratif de Enda Tiers Monde
Programme SDCN/RCDD, 2000-2001

Le programme s'est déroulé sur une période de 18 mois, à partir d'octobre 2000 jusqu'à mars 2001. Si pour l'essentiel, les domaines d'activité n'ont pas varié par rapport à l'année dernière, certaines activités ont cependant été rajoutées, et d'autres élargies. Parmi les nouvelles activités, on peut citer la recherche de contenu, la recherche web, les tâches de communication avec les autres membres de SDCN, l'élaboration d'une brochure etc…

Le public concerné par les activités de cette seconde phase est plus large que celui impliqué au cours de la première phase. Il s'agit notamment de nouvelles personnes provenant des programmes d'enda, des partenaires de SDCN, et d'autres acteurs populaires, notamment du milieu rural.

De manière générale, cette deuxième phase a permis une meilleure découverte des potentialités des nouvelles technologies (internet) et de mieux mesurer les nécessités et les contraintes liées à la mises en œuvre d'activités utilisant ces nouvelles technologies. Elle a permis notamment de mesurer les ajustements nécessaires au sein de l'organisation et dans les relations entre l'organisation et ses partenaires en termes de renforcement des capacités, de gestion de l'information, et d'intégration de nouveaux outils.

I. Pilotage et accompagnement du programme :

A - Le pilotage du programme et son suivi quotidien ont nécessité l'intervention de deux personnes qui ont été appuyées par la stagiaire. L'une des deux personnes (assistantes de programme) a consacrée 2/3 de son temps aux différentes tâches de mise en œuvre, de communication et de suivi des différentes activités. La deuxième personne (le coordinateur du programme syspro d'enda) a été occupée à environ le cinquième de son temps à la conception des différentes phases, au lancement des activités, à la communication interne et externe et au reporting.

Le stagiaire a assisté de manière continu les deux personnes dans leurs tâches respectives et a contribué à la formation de l'assistante du programme.

L'assistante du programme a organisé, avec l'appui du coordinateur et de la stagiaire, la mise en œuvre des activités de formation et de représentation théâtrales et d'édition du bulletin Jokkoo. De même, elle a contribué aux recherches sur le web, et au suivi des études de cas.

B- Contrepartie financière : L'ensemble du programme a nécessité le payement de contreparties financières à ce travail, ainsi que des fournitures de bureau diverses et des réparations exceptionnelles de machines (abîmées pour des raisons de surtensions électriques permanentes dues aux coupures répétées d'électricité). Il a aussi nécessité le payement d'abonnement Internet

et une part de communication téléphonique. Enfin, un investissement a été fait afin d'économiser dans l'avenir les frais de connections.

Enfin, des traductions de l'anglais au français de certains documents utiles, notamment un document conceptuel sur les modes de vie durables.

Les frais financiers qui figurent sur le compte rendu budgétaires correspondent à des frais payés aux banques lors de chaque envoi ou réception de fonds.

II- Les Activités de Mode de vie durable en Afrique

A- Formation sur les nouvelles technologies de l'information et participation au concours ANAIS de Bamako :

- Initiation et recyclage personnalisé d'une centaines de personnes d'enda et des bénéficiaires des programmes d'enda au maniement de l'Internet et son intégration dans le travail.
- Participation au concours de ANAIS à Bamako en 2000, envoi d'une personne sur place pour exposer le programme et ses acquis.

Une centaine de personne ont pris part aux formations. Elles se sont déroulées selon deux modalités : par groupe de personne, et dans les différents programmes. Elles étaient ouvertes aux jeunes et aux femmes des quartiers concernés des quartiers. Les sessions de groupes se sont déroulées au sein des locaux de enda Cyberpop.

B- Formations en théatre :

La formation avait pour objectif, de permettre aux participants, de s'approprier les outils du théâtre comme véhicule de messages.

36 participants, issus des groupes de base travaillant avec Enda Graf, Plantes médicinales, Rup, Ecopole, PPU, ont pendant deux jours, reçu une formation en théâtre. Le thème était : « Le théâtre au service du développement : Stratégies de communication et de sensibilisation ».

Le formateur (professionnel du théâtre) a privilégié la démarche participative, à travers l'écoute et surtout l'échange avec les participants. Il a alterné l'utilisation du wolof et du français. Les participants étaient divisés en groupe de travail. Chaque groupe s'est penché sur un thème lié aux activités de son programme. Les groupes ont travaillé sur des scénarios avant de les présenter sous forme de pièce théâtrale en atelier. Les critiques des différentes pièces et des scénarios ont été faites aussi bien par les groupe que par le formateur.

Les scénarios présentés étaient les suivants :

- groupe doole (GRAF) : thème : Le système d'échange et d'épargne. Titre : « Ndajem weccê » (marché d'échanges)

- Groupe relais communautaires de Rufisque (RUP). Thème : la consommation des produits locaux. Titre : l'insouciante

- Groupe « Booloo liggey » (ECOPOLE). Thème : « Les tares de la société ». Titre : « Reccu du wess » (Il n'est jamais trop tard pour bien faire)

- Groupe Codis Thiaroye sur mer. Thème : mobilisation sociale. Titre : l'insalubrité

<u>Les enseignements majeurs :</u>

Le théâtre:

- permet le renforcement des capacités d'intervention des leaders associatifs dans leurs activités de sensibilisation, et facilite l'acquisition de nouveaux outils.

- est un moyen de communication efficace dans les quartiers populaires,

Les participants souhaitent l'approfondissement de certains aspects théoriques comme la rédaction d'un scénario, d'un synopsis, le rôle du metteur en scène etc. Ils ont recommandé :

- que la durée de la formation soit allongée (à une semaine)
- que le programme soutienne la production d'œuvres théâtrales
- de s'orienter vers le théâtre radiophonique (exemple de Enda Graf avec l'USAID). Cette suggestion a été par la suite prise en compte. Le programme a appuyé la production de pièces théâtrales sur la santé et l'hygiène dans des écoles.
- de développer d'autres modules : la vidéo, la photo, la mise en page etc.

C- Représentation théâtrales dans les quartiers populaires

L'ensemble des pièces ont été jouées dans les quartiers populaires suivant un planning défini de commun accord avec les groupes de base. Les critiques faites lors de la répétition générale ont été prises en compte dans les représentations à l'échelle des quartiers. Le formateur a accompagné les équipes dans le suivi.

Dans l'ensemble, plusieurs centaines de personnes ont assisté à ces représentations. Des jeunes des quartiers populaires ont participé à l'élaboration des pièces et à leur représentation.

<u>La troupe de Rufisque avec Rup :</u>

Les femmes relais du projet "Santé communautaire" de Rufisque ont donné un spectacle fort enrichissant à la maison communautaire de Rufisque. Le thème "l'insouciante" a été bien perçu par un public venu nombreux, (environ 150 personnes).

De quoi s'agit t'il? Une femme, insouciante, n'a pas eu le réflexe d'aller en consultation prénatale, ce qui lui a causé des complications. La pièce a aussi relaté le problème des enfants mal nourris.

La troupe d'Ecopole avec Enda Ecopole

L'histoire embrasse un certain nombre de problèmes auxquelles les populations sont confrontées :

- Habitat et cadre de vie
- Santé, éducation et formation
- Appui aux activités économiques.

Ce spectacle a drainé au moins 200 personnes, les rôles ont été bien interprétés

La troupe de Doolé avec Graf

Le thème présenté était le micro-crédit à travers un système d'échange non monétaire dans les marchés. Il s'agit d'un système communautaire qui permet à chacun, quel que soit sa position sociale, de mettre à la disposition du réseau sa compétence. Ainsi, une personne qui adhère au réseau peut effectuer un chantier communautaire (travaux d'intérêt collectif financés en bons d'échange par le réseau «doolé »), pendant une journée, gagnant ainsi 8 heures (8 bons d'échanges d'une heure). Le samedi, elle pourra aller faire ses provisions au marché, puis la semaine d'après, suivre trois heures de formation en informatique, et ensuite aller chez le coiffeur, le tout sans avoir à débourser un seul franc.

La présentation faite dans un quartier populaire a permis à certaines femmes d'adhérer au réseau pour bénéficier de cette expérience originale.

La troupe de Thiaroye avec Codis

Elle a axé sa présentation sur le thème de la salubrité avec la mise en scène d'une famille où différents membres ont des comportements choquants par rapport à la préservation de leur environnement. A côté, une autre femme donne le bon exemple, ce qui a permis aux autres de changer de comportement.

Après ces quatre représentations, le formateur et metteur en scène a proposé l'édition d'un manuel de théâtre populaire qui doit être un document de base pour les populations qui utilisent le théâtre en tant qu'outil de communication social.

D- Initiative de communication pour la santé :

Au Sénégal, le théâtre est un outil de sensibilisation apprécié par le public, particulièrement par les femmes et les enfants qui sont le moteur du changement social. C'est pourquoi, en dehors des formations en théâtre et des représentations faites dans les quartiers avec les groupes de base travaillant avec d'autres équipes d'Enda impliquées dans le programme, le Module « Modes de Vie Durables » a appuyé une étudiante Canadienne qui a voulu utiliser le théâtre comme véhicule de messages. Des troupes théâtrales à caractère éducatif ayant été mises sur pied par

ENDA depuis octobre 2000, le programme en collaboration avec l'étudiante, s'est appuyé sur ces troupes pour faire passer des messages sur différents thèmes relatifs à la santé.

La troupe "Kaddu Askan Wi" (la voix du peuple) est composée est composée de quatre relais Maladie Sexuellement Transmissibles (MST), trois relais en Santé reproductive et quatre comédiens semi-professionnels tous formés. Les prestations ont été faites en wolof et français, respectivement langue nationale et langue officielle. La troupe a fait des spectacles dans les départements de Pikine, (en banlieue) et de Dakar (la capitale). Par de courtes pièces théâtrales radiophoniques, les populations ont été sensibilisées sur diverses thématiques telles que les grossesses précoces et non désirées, la délinquance juvénile, les drogues, le paludisme, la malnutrition etc. La troupe a choisi de faire usage de la radio théâtre. La première production, "sacrifier sa jeunesse" a été présentée dans cinq quartiers de la banlieue. Des actions éducatives élargies à l'ensemble du Sénégal et la diffusion de la version radio sur les ondes sont prévues

La troupe "Mandakatt" est composée elle des artisans des ateliers d'ENDA Ecopole. Les 16 artistes, âgés entre 12 et 20 ans, ont réalisé une pièce théâtrale de clown (forme d'expression peu connue au Sénégal) traitant de la santé des enfants. La pièce Docteur "Ndanga" traite de l'hygiène alimentaire, de la propreté dans les écoles et de l'implication des enfants dans la recherche de solutions. Elle a été réalisée suite à une enquête faite auprès des écoles partenaires d'Enda. Cette pièce a été jouée dans cinq établissements et un quartier populaire, devant un public composé d'enfants âgés entre 6 et 12 ans. Entre la première représentation, à Colobane et la dernière à grand Dakar, le nombre de spectacles a évolué de 75 à 1000 enfants. Le spectacle, d'une durée d'une demie heure a été suivi d'animation, dans le but de tester le niveau de compréhension des messages. Les thèmes abordés dans cette pièce sont, la vaccination, la prévention du paludisme, les malades contagieuses, l'hygiène corporelle et la propreté des aliments.

La mise en ligne de cette expérience a été rendue possible avec le soutien du programme Modes de Vie Durable.

E- Formation en journalisme de proximité

Cinquante participants, issus de groupes de base et collaborant avec des équipes d'enda, ont bénéficié d'une formation en journalisme de proximité du 02 au 05 mai 2000 dans les locaux de l'Ecopole. (ENDA). Cet atelier visait le renforcement des capacités d'intervention des groupes de base dans leurs stratégies de communication. Il devait en même temps favoriser la créativité et développer les capacités de synthèse des participants.

Le groupe étaient scindé en deux :

- Un groupe niveau 1 pour ceux qui n'avaient jamais participé à cette formation
- Un groupe niveau 2 pour ceux qui ont été initiés aux notions de base du journalisme durant la première phase.

L'atelier devait doter les participants d'outils de bases leur permettant d'intervenir dans le journal Jokkoo qui est le bulletin de liaison du programme et qui constitue une tribune pour tous les groupes impliqués dans le programme.

La démarche utilisée était participative, et les participants étaient invités à s'impliquer dans la conception du module.

Contenu :

- qu'est ce qu'une information ? qu'est ce qui différencie l'information de la rumeur ?
- Six questions : qui, quoi, où, quand, comment, pourquoi ?
- Recueillir et traiter l'information
- Tenir compte de la proximité géographique
- Le plan chronologique ? Le plan panoramique ?
- Le rôle du journaliste de quartier
- La nouvelle brève

Enseignement majeur

« C'est une formation qui vient à son heure pour les acteurs du développement que nous sommes ». Cette phrase, tirée des fiches d'évaluation traduit l'intérêt que la plupart des participants ont manifesté à cet atelier.

Ils estiment qu'ils se sont familiarisés avec les méthodes d'écriture, le traitement de l'information. D'une manière générale, ils se sentent prêts à animer un journal de quartier. Mais, de l'avis de la plupart des participants, la durée de la formation a été très courte. Ils ont demandé qu'il y est un suivi.

Recommandations générales du groupe

Les participants ont estimé qu'il faut :

- un suivi de l'atelier pour approfondir certains aspects de la formation
- une formation sur la mise en page, les techniques d'investigation
- une évaluation des participants avant et après
- des attestations montrant qu'ils ont suivi les modules

III- Bulletin Jokkoo

Le journal Jokkoo est un journal de huit pages, présenté sous un format magazine entièrement consacré aux groupes de base travaillant avec les équipes d' Enda qui interviennent dans le module « modes de vie durables » et qui mènent des activités sans avoir une tribune leur permettant de les vulgariser, et d'échanger entre eux. Les articles qui s'y trouvent sont écrits par des jeunes et des femmes des quartiers, ou en relation avec eux.

Dans les deux numéros publiés en 2000, les groupes concernés, ont, encore une fois, saisit la tribune "Jokkoo" pour développer des thèmes aussi variés que l'épargne, la santé, le micro crédit, la participation populaire, l'accès à l'eau potable, l'agriculture, la préservation de l'environnement, l'artisanat populaire etc.

Ces articles sont présentés dans différentes rubriques que sont : Echos des quartiers, Dynamiques populaires, Environnement, Perspectives. On peut citer parmi les articles publiés, ce papier sur un quartier de la banlieue où les populations se sont organisées pour prendre elles mêmes en charge leur environnement immédiat. Ou encore le dynamisme des femmes de Colobane-Wakhinane qui sont conscientes que l'Etat n'est plus en mesure de tout assurer et qui font de la participation, leur credo, ou encore cet article intitulé recette du mois et qui fait la promotion des produits locaux.

Un coup d'œil sur la rubrique Agriculture nous montre comment un paysan des Niayes fabrique de la litière. C'est dans cette rubrique qu'on retrouve un hommage aux paysans fait par un célèbre musicien sénégalais, Ismaila 1 Lô.

Dans la rubrique plantes médicinales, l' article intitulé, "la plante de la saison" est un papier qui donne des informations sur les vertus thérapeutiques du "Mbal", une plante efficace contre la dysenterie amibienne et l'Asthme.

Une autre rubrique intitulée palabre citoyenne donne la parole aux acteurs qui peuvent faire des commentaires sur un sujet donné.

Le journal Jokkoo est tiré à 300 exemplaires, et distribué par les programmes d'enda (Graf, Ecopole, Plantes Médicinales, Pronat, Rup, Ppu).

IV- Production d'une brochure, en anglais et en français :

La brochure qui sera publiée dès la mise en ligne du site de SEI, présente les différentes activités du Module Modes de Vie Durables (enda, DA, SEI). Elle sera tirée en 500 exemplaires en version anglaise et française

V- Mise en place d'une expérience de Cyberpop rural :

L'expérience des Cyberpop dans les quartiers populaires de Dakar a suscité de la part d'autres programmes d'enda l'intérêt d'expérimenter le même type de centre en milieu rural. Cette expérience lancée par enda pronat, avec Cyberpop et le programme Modes de vie Durables a pour objectif d'installer un centre de ressources en milieu paysan. Le centre est un lieu équipé de matériel informatique et en internet qui permet à la communauté d'accéder à des informations utiles pour leurs activités et leur vécu, de communiquer, et de bénéficier de services divers. Le centre est aussi un lieu de formation pour les jeunes ruraux de la zone concernée afin de les familiariser aux technologies de l'information et de susciter des motivations chez les jeunes scolarisés.

La participation du programme Modes de Vie Durables se résume en appui en matériel informatique et en connectivité et en formation, ainsi que par un support en terme de réflexion et d'organisation de l'information.

VI- Etudes de cas et recherches web :

Participation :

Etudes de cas :

- Dynamiques actuelles dans la mise en œuvre de l'agenda 21 local à Rufisque, programme enda-rup, (18 pages)

- Planification stratégique concertée et gestion participative des villes en Afrique francophone, enda-ecopop,(8 pages)

- Agir pour des villes durables en Afrique, enda ecopop, (8 pages)

- De Rail à Khadimou Rassoul : un bidonville en devenir, enda ecopole, (7 pages)

- Utilisation et appropriation des nouvelles technologies de l'information et de la communication par les organisations populaires au Sénégal : leçon de l'expérience de du prgramme Cyberpop, Programme Cyberpop, (12 pages)

Santé :

- Recherches internes sur les actions d'enda en matière de santé
- Recherche web sur la santé

VII- Appui aux programmes d'enda pour l'actualisation de leur sites :

Il s'agit notamment d'appuis donnés aux programmes enda-pronat, enda-santé et enda-écopop. Ces appui ont consisté : en capitalisation (commande d'études sur les activités de ces programmes afin de les publier sur le web), et en conseil sur la gestion de certains sites et leur actualisation.

VIII - Actualisation du site Modes de vie durable :

Des nouvelles informations ont été ajoutées au site Mode de vie durables, notamment des études de cas, des rapports relatifs aux formations, et le résultat de recherches sur le web sur les différentes rubriques du site.

De nouvelles rubriques dans lesquelles figurent les informations produites sur les questions de la participation, l'eau, la santé ont été ajoutées, et des liens web identifiés.

Les liens web qui figureront sur le site du module Modes de Vie durables portent sur la question de l'eau en Afrique, la santé, le développement urbain et la participation.

Le nouveau site sera mis en ligne courant du mois de mai.

X- Coordination du Module Mode de vie durable :

Enda était chargé de coordonner les activités des différents membres concernés par le Module Modes de Vie Durables. Cette tâche s'est avéré difficile à conduire, dans la mesure où la réalisation des différentes composantes ne s'insèrent pas de la même manière dans les programmes des différents membres. De même, la question linguistique est apparu finalement comme un handicap supplémentaire.

Pour mener à bien cette fonction de coordination dans l'avenir, un budget spécifique devra être allouer au membre qui devra l'assumer.

* Modes de vie durables en Inde (DA) : Development Alternatives a mené deux activités dans le cadre du Module Modes de Vie Durables de SDCN

- 10 sustainable Livelihood enterprises
- A Business Plan for a sustainable Livelihood enterprise

Les résultats de ces activités devront être intégrés dans le sites Modes de Vie durables de DA.

* Modes de vie durables en Europe : (SEI). Le travail de SEI sur les modes de vie durables est en cours. SEI est chargé de créer une page sur les Modes de Vie Durables dans son contexte de travail, ainsi que de combiner les différents sites portant sur les Modes de Vie Durables (celui d'enda, celui de DA et de SEI).

XI- Conclusions et perspectives :

1- Apport de SDCN et leçons tirées:

Incontestablement la phase II du programme a apporté plusieurs avantages. Parmi lesquels l'apprentissage de démarches de plus en plus complexes de mise en œuvre d'un programme utilisant les nouvelles technologies de l'information. L'exigence de produire une quantité d'information plus importante, et d'une gestion plus adaptée de celle ci a rendu nécessaire cet apprentissage.

L'utilisation de nouveau supports (tel que real player) est un autre point acquis de cette deuxième phase.

Par ailleurs, les formations en théâtre et en journalisme, ainsi que les formations en utilisation des nouvelles technologies de l'information se sont avérées être d'excellents outils de communication permettant d'une part de transmettre des messages utiles à la population et

d'autre part d'accompagner la production de contenu sur les question telles que la santé, la participation, …

En fin le programme, au fur et mesure qu'il s'est enrichit d'éléments nouveaux a permis progressivement un renforcement des capacités interne à l'organisation, et l'instauration d'une nouvelle dimension de communication. Il a permit aussi une amélioration sensible des capacités des programmes ou organisations partenaires de formulation de leur besoins et de mise en œuvre des activités.

2- Contraintes et améliorations nécessaires :

Le déroulement du programme a souffert de quelques contraintes qui devront dans l'avenir être levé :

- Coordination : aussi bien en ce qui concerne le Module Modes de vie Durables Afrique, que la coordination des autres intervenants, que le suivi général de la vie de SDCN, les moyens disponibles pour y faire face sont extrêmement limités.

  Dans ces conditions il a été difficile de disposer de ressources humaines qualifiées.

  La solution adoptée jusqu'ici consistant à se débrouiller avec les moyens disponibles ne pourra plus continuer, tant la qualité du suivi en souffrira.

- Répondre à la demande : la demande suscitée par les diverses actions entreprises devient chaque jour plus importante de la part de ceux qui bénéficient des actions du programme. Il devient urgent de pouvoir y répondre de manière plus consistante. Pour ne prendre qu'un exemple, celui des formations où cette demande s'est exprimée de façon très nette, il convient désormais d'organiser des formations plus élaborées, et plus longue.

  Ceci peut se faire par le passage des phases expérimentales vécues jusqu'ici à une phase plus systématique. Cela passe certainement aussi par la formulation de programmes plus complexes, sur de nouvelles thématiques et impliquant des acteurs plus nombreux et plus diversifiés.

  Le défi consistera dans l'avenir, pour le Module Modes de Vie Durable, à passer d'une étape où les bénéficiaires sont des groupes bien identifiés et peu nombreux à une étape où le bénéficiaire sera le public dans son ensemble.

- Combiner renforcement des capacités et production d'information : une autre contrainte inhérente au programme, et qui est partagée par beaucoup d'organisations africaine, est la difficulté à combiner le travail substantiel qui seul permet un réel échange avec les autres partenaires du réseau et les tâches de renforcement des capacités auxquelles nous avons à faire face quotidiennement (autant pour nous mêmes, que pour les partenaire du programme).

  Cette difficulté risque de s'aggraver dans l'avenir, si on tient compte de la nécessité d'accroître le nombre d'acteurs pouvant être partie prenante du programme.

3- Perspectives :

- continuer le programme Mode de Vie Durables, tout tenant compte de la nécessité de mieux répondre à la demande, de diversifier les thèmes de travail, et de bénéficier de la collaboration de personnes qualifiées.

- Des préoccupations nouvelles devraient être intégrer dans le programme :

  o Les femmes, les jeunes et les nouvelles technologies de l'information, ou comment élargir le champs des opprtunités pour ces acteurs : exemple du crédit, de l'éducation … ?

  o Le développement durable en pratique :

    ▪ Appuyer les économies populaires urbaines et rurales pour s'approprier les nouvelles technologies de l'information,
    ▪ Production et développement durable
    ▪ Santé et développement durable

- Introduire une dimension nouvelle : la radio. Il ne s'agira pas reproduire ce qui existe dans ce domaine, en particulier l'utilisation du web dans les radios locales et nationales, mais de produire des matériaux audio, sur des thèmes variés, pouvant faire l'objet de réseaux d'échanges entre communautés et organisations.

COMPTE RENDU FINANCIER MODULE MODES DE VIE DURABLES - PHASE II - 15 mars 2001

RUBRIQUES	Montants en FCFA dépensés	Budget prévu	Déficit	Remarques
I- ACTIVITES MODES DE VIE DURABLES - ENDA	-	-		
1- Staff	3,360,000			
2- Fournitures de bureau et frais d'entretien	1,004,702			
3- Connectivité et communication	600,000			
4- Traduction de l'anglais au français	127,500			
5- Production du bulletin Jokko (2 numéros)	320,000			
6- Production d'une brochure	240,000			
7- Formation et représentation théatrale	1,337,800			
8- Formation en Journalisme populaire	731500			
9- Formation en utilisation des nouvelles technologies de l'information	502,115			
10- Contribution à la mise en place d'un cyberpop rural	1,200,000			
11- Production d'information - Etudes de cas	2,300,000			
12- Frais financier	78,028			
TOTAL DEPENSES MODES DE VIE DURABLES - ENDA	11,801,645	8,454,359	3,347,286	(a) Reste 2500 $ CAN à percevoir
II- AUTRES ACTIVITES MODES DE VIE DURABLES				
1- Inde - Development Alternatives	3,753,835	3,753,835		
2- Europe - SEI	2,818,120	2,818,120		Fonds engagés, à envoyer à SEI
3- Intégration des Modules - SEI	3,757,493	3,757,493		Fonds engagés, à envoyer à SEI
TOTAL DEPENSES MODES DE VIE DURABLES	10,329,448	10,329,448	0	
TOTAL DEPENSES ACTIVITES MODES DE VIE DURABLES	22,131,093	18,783,807	3,347,286	

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III- AUTRES DEPENSES

1- Travail effectué dans le cadre du module "les cités durables" - REC	1,393,936	983,936	-410,000	Seule une partie de la somme prévue a été perçue
2- Etudes de cas effectuées dans le cadre du module "eau"- DA	2,100,000	1,869,866	-230,134	(b) Reste 2000 $ CAN à percevoir
3- Recherche web en français - IISD	745,008	745,008	-745,008	(c) Reste 1500 $ CAN à percevoir
4- Echange avec Econew Africa	1,200,000	913,879	-286,121	Billet et frais de séjour de Margareth à Dakar
TOTAL AUTRES DEPENSES	**5,438,944**	**4,512,689**	**1,671,263**	
TOTAL GENERAL (I+II+III) en FCFA	**27,570,037**	**23,296,496**	**5,018,549**	Après réception des reliquats a, b et c, il restera un déficit de : -2 198 549 Fcfa, soit environ 4678 $ CAN (1)

(1) Ce déficit est du à des dépassements de dépenses ainsi qu'au fait que REC n'a pas versé (pour des raisons de délai) le total de la somme prévue pour le travail sur le module "Cités durables". Le déficit final sera supporté par enda, sauf disposition contraire de la part de IISD.

Sustainable Water Management Concept Paper and Final Report

**Prepared by
Ambika Sharma
Development Alternatives**

WATER CONCEPT PAPER

A.   Project Title :   Initiatives in Sustainable Water Management

B.   Participating Institutions :

(i)   Environment et Developpement du Tiers Monde (ENDA-TM) — Taoufik Ben Abdallah

(ii)   Development Alternatives (DA) — George C Varughese

(iii)   Regional Environmental Center for Central and Eastern Europe (REC) — Paul Csagoly

(iv)   Stockholm Environment Institute (SEI) — Arno Rosemarin

C.   Background

Water has been recognised globally as one of the primary environmental issues to be addressed during the next millennium.   It is estimated that a substantial part of the global community will face drought conditions in the beginning of the next millennium while many will have to confront flooding and others face issues of water pollution.

Recognising this problem, several efforts have been initiated globally. The World Water Council and the Global Water Partnership in collaboration with several other institutions around the world are attempting to put together the World Water Vision and Framework for Action. In the ongoing processes, it is becoming increasingly evident that the solution to global water problems are not easy to come by. The processes also indicate that several the communities in different parts of the world over the years have learned to manage their water resources in a sustainable manner.

While the relatively larger initiatives undertaken by governments and very often supported by the bilateral and multilateral financial institutions are relatively well documented, information and knowledge about smaller initiatives in sustainable water management are comparatively difficult to access.

The proposed project attempts to make a beginning of documenting **successful small scale and community initiatives** in sustainable water management around the globe.

D.   Goal

The primary goal of this module is to make available to policy and decision makers, advocacy groups, development practitioners, including NGOs and others various forms of multi-media information and knowledge packages on initiatives in Sustainable Water Management.

The specific objectives of the one year project are as follows :

(i)   to document about 15 success stories of Sustainable Water Management by a variety of groups in different parts of the world and make this available on the internet.

(ii)   to utilise the experience to prepare a detailed proposal for documenting initiatives in Sustainable Water Management.

E.   Activities

(i)   Identify Sustainable Water Management initiatives :

- ENDA — 5 from Africa
- DA — 5 from South Asia
- REC — 5 from Economies in Transition
- SEI — suggest interesting cases/initiatives they know of to members in the regions

Due to financial limitations this phase will focus on initiatives where information is quite easily available

(ii) Develop an information architecture for the module.

(iii) Collect additional information as required.

(iv) Repackage information in the jointly agreed format that fits into the site architecture.

(v) Develop supporting information; design graphics and do Web site design and coding; and translate all information into English, French and Spanish (funds permitting).

(vi) Launch online site.

(Vii) Formulate and sell proposal for next phase

F.   Schedule :

Activity	(i)	—	**March/April 2000**	(ENDA/DA/REC)
	(ii)	—	**May 2000**	(ENDA/DA/REC/SEI)
	(iii)	—	**May and June 2000**	(ENDA/DA/REC)
	(iv)	—	**July 2000**	(ENDA/DA/REC/SEI)
	(v)	—	**July/August 2000**	(SEI/DA/ENDA)
	(vi)	—	**September 2000**	(SEI/ENDA/REC/DA)
	(vii)	—	**July 2000**	(SEI/DA)

G.   Budget : Total CDN $20,000

ENDA	—	**CDN**	**4000**
REC	—	**CDN**	**4000**
DA	—	**CDN**	**9000**
SEI	—	**CDN**	**3000**

PROGRESS REPORT ON
WATER JOINT MODULE
Initiatives in Sustainable Water Management
Dt. 02.08.2001

Participating Institutions:

(i)   Environment et Development du Tiers Monde (ENDA-TM) — Taoufik Ben Abdallah

(ii) Development Alternatives (DA) — George C Varughese, Ambika Sharma

(iii) Regional Environmental Centre for Central and Eastern Europe (REC) — Paul Csagoly

(iv) Stockholm Environment Institute (SEI) — Arno Rosemarin

CONTENT STATUS REPORT

Development Alternatives (5 case studies from South Asia) ✔
ENDA (5 case studies from Africa) one case study is in
REC (5 case studies Economies in transition) ✔
SEI (suggest interesting initiatives) ✘

RECOMMENDATIONS

- The budget allocated to the participating organisations should be transferred only after confirmation of all the content has taken place
- The onus should be felt and understood by all the members as a whole and not only the lead organisation. (Can't say how that can be done except by individuals having interest in the project being developed.)
- In case of this module SEI and ENDA are the defaulters – ENDA already got their fare share for their single case study , while SEI should ideally get nothing (I have sent you my communication with Arno from SEI)
- Participating organisations need to understand that the content need not necessarily be from their organisation itself as we are supposed to represent a region.

PROCESS LEARNINGS

- **Problems in developing this virtual project**
  - Lack of co-ordination due to its geographical spread
  - Deadlines not met due to other internal projects in various organisations

- **Solutions**
  - Hold an initial face-to-face startup
  - Establish an interdependency among team members
  - For long-term or permanent teams, establish a schedule of periodic face-to-face meetings
  - Agree not only on what, when, and how information will be shared but also on how team members will respond to it

- Establish clear norms and protocols for surfacing assumptions and conflicts
- Make explicit the need for virtual team members to nurture each other and create relationships
- Recognize and honor diversity
- The following tips come from Michael Kossler and Sonya Prestridge in their article, *Geographically Distributed Teams.*

- **DA's role in inducing ownership in the project**
  Development Alternatives Information Network (DAINET) had sent repeated reminders over the project time to ensure that all the information comes in on time. Moreover the Tele-conference

  by the SDCN in the month of Nov. with the agenda " an update on the SDCN joint modules" was to assess the situation. During the same the water module was discussed and decided that the material would be in time but in vain.
  - Circulated a revised concept note at the onset of the project
  - sent repetitive e-mails reminders
  - finally decided to complete the project with the content available and researching for more

- **What would Development Alternatives have done differently if we had to do the project all over again?**
  "the art of influencing other people to act in concert to achieve shared goals."
  Find out means and ways of inducing enthusiasm by an incentive mechanism out of the total project money.

- **Funds Transfer**
  $2000 to ENDA
  Water situation in Dakar is the only article that had come in …the rest was supposed to come in Nov.15th, 2000, which did not come in time .I, have never seen the other files mentioned by Taoufik in the "Sustainable Livelihoods" report to you. If it had been sent it would have featured in the section on "regional initiatives" in the sustainable water management module online. I recommend that the money transfer be made keeping in mind that only 1 out of the 5 case studies came in from ENDA.
  $1500 to SEI
  Please find attached the e-mail that was last sent to me by Arno regarding the case studies to be sent in by SEI. In their case no money transfer should be made as no material came in at any stage.

- **Future**
  - To study and draw experience on the organisation of community-based activities regarding natural resource conservation, environmental protection and sustainable development of the associate members
    - To mobilize the private sector (funding) to participate in the SDCN activities
    - To draw out experience on co-operation between associations and organisations

- To enhance the capacity of the SDCN core members in their advisory work as well as in their local activities.

Public Participation
Concept Paper and Final Report

Prepared by
Popi Kleinmann
FARN

1) TITLE

Public Participation Online Module.

2) ORGANIZATIONS

FARN (lead), REC, ENDA, IISD, SEI

3) BACKGROUND

Democracy requires an active role from the population. In a participatory democracy the word of every citizen counts towards the decision making process. Public participation permits more reasoned decisions, enables a better understanding of the problems that preoccupy a society, and allows us to search cooperatively for possible solutions.

With public participation, government actions can become more transparent and less susceptible to corruption. Public participation also facilitates the assumption of responsibilities and the eventual application of sanctions, in case of reproachable conduct. Different parts of the world have very different levels of public participation. In some areas, mechanisms for effective citizen participation are being developed and in others they are being removed.

The first step towards increasing public participation is the ability to access the information required to make informed decisions. An online module about public participation will begin to address this need by making practical information and tools available to decision makers (policy makers), grassroots groups (NGOs), and interested citizens in different regions.

To develop an online module (Web site) on public participation the first task will be to develop a basic Conceptual Framework for public participation and its three main thematic areas (access to information; access to justice; and access to decision making processes).[17]

The second task involves the research and organization of information to create a learning site with practical skills and policies for increasing public participation.

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[17] the purpose of the conceptual framework is to explain and describe each one of the thematic areas and the main instruments used in each case (for example, what is access to public information?, what is public information?, why is it important?, how can I access public information?, etc.). Since module will compile and organize information and experiences coming from different countries, this framework will provide a "conceptual order and guide" to the users of the site.

In addition to compiling and organizing SDCN member information about Public Participation and Access to Information, visitors to the site will be invited to suggest other documents, legislation, or links, as well as posing questions, etc. (criteria for inclusion of information will be developed by members participating in the module).

4) GOAL

The goal is to organize authorized/relevant information about public participation and to disseminate it to a well-defined audience through new and traditional communication technologies. By taking into account regional priorities and contexts, the site will try to provide a shared understanding of the importance of public participation.

We expect to impact decision makers by providing comprehensive information about public participation (e.g. cases studies, drafts of legislation on public participation, etc.). This will provide them with tools necessary to incorporate instruments for public participation at the legal and policy level.

We also expect to stimulate public participation at the grassroots level by providing instruments and information to actors in civil society advocating for and working towards increased public participation. We will try to inform citizens and grassroots groups about public participation tools available, that is, to facilitate their access to relevant local, national, regional and international information on public participation for sustainable development.

5) PRODUCTS

5.1) online module (two documents are attached as examples of the public participation module:
• Appendix 1: a sample of how we imagine the development of one of the thematic areas (in this case Access to Environmental Information).

5.2) printed version of the module to be used in training sessions.

6) AUDIENCES

• Governmental sector in general, National Environmental Ministries in particular. Judicial Power personnel and other public organizations involved in the defence of public interest such as the Ombudsman.
• NGOs (especially, environmental, consumer, human rights and development organizations)
• Business,
• SDCN members,
• Students, lawyers.

Geographical area: Regional , National, Local

7) ACTIVITIES

Partners:
- search of documentation at regional level (case studies, research studies, legislation, links, etc.)
- review of the Conceptual Framework
- translate the Conceptual Framework
- marketing

FARN:
- development of the conceptual framework on each one of the thematic areas (see as examples text 1 and 2 of the diagram in Appendix 1)
- search of documentation at Regional level (case studies, research studies, legislation, links, etc.)
- compile and organize all the data (case studies, legislation, etc.) searched by the partners and FARN.
- marketing (diffusion in newsletters, attachment in all of FARN's activities or public presentations of the Concept Paper, Websites, press release, distribution via e-mail)
- permanent feedback with audiences and partners to update the information (new legislation, new links , new case studies, etc.), to know what is expected from the module, which are the most interesting issues, suggestions, etc.

8) FINANCING

FARN	$ 9.000 CAD
REC	$ 3.000 CAD
ENDA	$ 3.000 CAD
SEI	$ 2.000 CAD

The expenses include workday charges, communications, office and computers supplies, and the conceptual frameworks translation.

9) LANGUAGE
Ideally, the Conceptual Framework of each thematic area should be available in Spanish, English and French. Legislation, documents, working papers, research documents, case studies, etc., will be available in the original language, only.

T I M E L I N E

Dec/99 - Mar/00   ***FARN-ENDA-REC-IISD-SEI***

Research of documents at Regional level (case studies, research studies, legislation, links, etc)

Dec/99 - Mar/00   ***FARN***

Development of the Conceptual Framework on the thematic areas:
  a-Access to environmental information
  b-Access to environmental justice
  c-Access to decision-making process

Apr/00   ***FARN-ENDA-REC-IISD-SEI***

First review of the Conceptual Framework by members

Apr/00   ***FARN***

Compile and organize all the data (case studies, legislation, etc.) searched by members and FARN.

May/00   ***FARN***

Create the information architecture and write text for the online module. At this point include the feedback form with audiences to update the information (new legislation, new links, new case studies, etc.), suggestions, etc.

Jun/00   ***FARN-ENDA-REC-IISD-SEI***

Second review of the Conceptual Framework by members.

Jul/00   ***FARN-ENDA-REC-IISD-SEI***

Translate the Conceptual Framework (if possible)

Jul/00 - Aug/00   ***FARN-ENDA-REC-IISD-SEI***

Launch the site
Marketing

Example of Thematic Area - Access to Information

<u>Public Participation for Sustainable Development</u>

Democracy requires an active role from the population. It needs participation from members of the community. The idea that those who are governed acting only during elections and then, whatever the outcome, being governed without interaction with those who govern, has been exhausted. It is time to add the idea of participation to the concept of representative democracy.

**In a participative democracy the word of every citizen counts
towards the decision making process**

Participation transforms the democratic system, energizing it, by creating a permanent connection between the governed and those who govern. The joint venture permits more reasoned decisions, being the product of a higher consensus, enables a better understanding of the problems that preoccupy a society, and to search cooperatively for possible solutions.

Public participation allows government actions to become transparent, effectively avoiding corrupt behaviour. It also facilitates the assumption of responsibilities and the eventual application of sanctions, in case of reproachable conducts.

Consolidated democracies recognize to their citizens that public participation involves different channels of action:

·**Access to public environmental information** (link to Environmental Information Access sector)
Including information related to policies formulation, as well as information related to the environmental performance of regulated communities;

·**Access to environmental justice** (link to Environmental Justice Access sector)
Including access to administrative and judicial jurisdiction and other related to law application and standards.

·**Access to decision-making process** (link to Decision Making Process Access)
Includes the process of law elaboration, the conditions towards granting permits, and the general environment dealing with development activities. This also includes public participation in development projects

Access to Public Information

We have mentioned countless of times the topic of **Free Access To Environmental Information**. Nonetheless, what does the topic actually cover?

There is a need to develop the content of the phrase. The following stance represents the main themes of the topic.

a) **Environmental information:** (link to development of theme)
What does it mean, how is it comprised.... and whether it deals with existing information or does it have to be produced when solicited?

b) **Right to environmental information:** (link to development of theme)
What range does it have; who retrieves it; does it deal only with rights to public environmental information or does it also include private environmental information..., is it a right for all or only for those who demonstrate a personal interest?

c) **Free access to environmental information :** (link to development of theme)
What do we mean by **free access**; access to any information, about any institution or person, with no exceptions? Or it only deals with the access to data banks regarding topics of environmental information..

(as well...)

✓ Link to sector of documentation

> In this sector there will be an easy access ordered compilation of documents relating to public participation (investigations, case studies, etc.)

✓ Link to sector of legislation

> In this sector there will be an easy access ordered compilation of existing legislation from different countries on public participation.

✓ Other related links
✓ Other related links
✓ Other related links
✓ Other related links

PUBLIC PARTICIPATION On-Line Module
FARN Final Report. 2000

Introduction.

The Public Participation Online Module is a Joint Project led by FARN with the collaborative work of the REC (Hungary), SEI-York (Sweden) and IISD (Canadá).

On October 14, 1999 participants of the SDCN discussed ideas regarding a concept paper on public participation made and distributed previously by FARN. The idea of the concept paper was to create a conceptual framework for the site, a kind of learning site of public participation based on three main thematic areas: access to public information, access to justice and access to decision making processes.

On that occasion, three main items were discussed: the need for practical information and experiences on how to stimulate public participation, different priorities in different regions, and how to engage processes globally.

Background.

FARN´s research was based primarily on its long experience working on access to information and public participation. FARN has been in Argentina a pioneer on this matter through many activities and programs carried out since the beginning of its existence. FARN was a big influence in helping to install "Public Hearings" in different Argentine legislation, especially within government control agencies at local and national levels.

The structure of the Online Module follow the guidelines of the three major international documents developed in this matter:
- Principle 10 of the Rio Declaration on Environment and Development, signed in Rio de Janeiro in 1992: "...Environmental issues are best handled with the participation of all concerned citizens, at a relevant level... " that outlines some basic components that must be present in all participatory democracies.
- The Aarhus Convention on Access to Information, Public Participation in Decision Making and Access to Justice in Environmental Matters, adopted at the 4th Ministerial conference "Environment for Europe" in Aarhus, Denmark, on 25 June 1998.
- The Inter-American strategy for the promotion of public participation in decision-making for sustainable development, developed by the OEA/UDSMA, on April 20th, 2000.

Objectives / Goals.

The objective of the public participation module is to provide basic information about the three main thematic areas: access to public information, access to justice and access to the decision making process. This is done through brief overviews of the concepts, international examples, and several resources such as case studies, bibliography, links, regulations, research documents, etc.

Challenges:

1) In the development of the content of the Public Participation module, FARN had to contact a variety of people a number of times. The basic difficulty was in getting the contributors, mostly lawyers on contract, to write content in appropriate language for both a general audience and for the Internet. Generally these lawyers write in technical language for a legal audience, and in a linear format, as if written for a book set to be published. It wasn't easy, for example, for them to provide succinct summaries on all topics. Finally, after several modifications and edits by the different contributors, and with the help of Popi Kleinman and Nikki Skuce, we were able to succeed in obtaining content in a form appropriate for the Web.

2) The inclusion of legislation in the Resources section generated a series of questions, mostly related to maintaining and updating the page, such as: does it make sense to have a page listing legislation that can't be accessed on-line? Do we have the resources to keep track of modifications to current laws? Do we have the capacity to maintain up-to-date information on legislation from other countries? Does it make sense to include legislation that only touches a small aspect of public participation, and mostly deals with another topic? How can we benefit from other resources already available, such as our on-line EcoLegis database?

>We finally decided that: our objective was to give direct access to the full-texts of the most important legislation; included legislation had to be exlusively about public participation; a link to EcoLegis would give access to other norms and legislation that touch on the topic of public participation; we will look to find a system to keep national legislation updated; and we have linked to other sites with relevant legislation from other countries (that will hopefully be kept updated), and are keeping this responsibility as a low-priority.

Successes:

Dissemination
Given the accessibility of the Internet and the simple language used for the module, this experience has provided FARN with the opportunity to communicate their knowledge in the area of public participation. For the first time, FARN produced material directed to a larger, more general audience.

New value for the website
Before the development of the Module, FARN's website was predominantly used to disseminate information about their activities and publications. The Module has added new value, by adding content created solely for the Internet. Users might visit the FARN website now, not just to learn about FARN's activities or to access a publication, but as a resource for new knowledge, which in this case is public participation.

Learning
The development of the Module granted us the opportunity to explore and learn new ways of writing for the web. Some of the things we learned were what language to use, how to write short texts and maintain coherence, how to constantly contextualize the information so that users arriving in the middle of the Module know what we're talking about, etc. We also learned how to

work with lawyers we contracted to write some of the content, and developed project coordination and cooperation skills.

Complementing FARN's programs
The Module was built to compliment other sectors of our website, in particular the Citizen Control program http://www.farn.org.ar/prog/control, which is currently under development. This program aims to use constitutional mechanisms for public participation, as much with environmental management of the State as with industry and individuals. In the section "Media and Program Broadcasting" (not currently available), a series of tools for public participation will be put on-line to help promote public participation in public policy issues. In this sense, the Module compliments one of FARN's programs, and provides a theoretical background and resources on public participation.

Cooperation
Working together with the REC, SEI-York and IISD, promoted international cooperation among the SDCN partners and facilitated the exchange not only of information but also of ideas and experiences.

Financial Report : Public Participation on - line Module
January - October 2000

FARN:

Item	Expenditure (USD)
Supervisor	2,000.00
Assistant	1,657.49
Sub-Contractor	1,350.00
Communications	276.00
TOTAL	5283.49

The Deposit was USD 5.299,40 and this equal to CAD 8.272,86
The total expended was USD 5.283,40

Sustainable Cities
Concept Paper and Final Report

Prepared by
Gabor Heves
REC

Sustainable Cities –Narrative Report
http://www.rec.org/REC/Programs/SustainableCities/

The On-line information on sustainable cities was successfully launched on December 16, 2000. It was advertised in various communications channels. (Such as an announcement on the Home Page of the REC and SD-Gateway, or international environmental mailing lists. 2600 brochures were mailed out to various stakeholders. An article will also appear in the March 2001 issue of the REC's quartely newsletter, 'The Bulletin', circulated in 3000 copies.)

Careful project preparation and the workplan were very valuable for accurate project implementation (both contentwise, financially, and technically). Only minor modifications were needed in the workplan during project implementation.

In spite of significant efforts, project implementation was delayed by about two months. It seems that in the case of such "multi-stakeholder" projects delays are unavoidable in spite of all efforts, since if there is a bottleneck in one segment the whole project delays. (In this case the biggest bottleneck was graphic design/desktop publishing/printing at the REC, which yielded unreasonably many problems/conflicts. Another bottleneck was one partner permanently lagging behind. Because of this one installment was not paid out.)

I think we should definitely distinguish "avoidable" bottlenecks (such as an uninterested/unmotivated/overloaded partner, who can be simply "left out" from the project without significant consequences for the project as a whole) from "unavoidable" bottlenecks (such as printing/graphic design, which really depends on one single person and may halt the whole project as the activity cannot be dropped without significant drop in the value of the project.) It may be a good idea for future project implementation to inventory such "hard bottlenecks" and build in some additional backup capacity in the project. (E g. another partner carrying out the activity.)

An extremely successful segment of a project was a new concept: the involvement of a virtual intern. She was very motivated (!) and very professional (I never had to ask anything twice, she did a huge amount of work, at high quality standards). She was very creative, had lots of ideas and suggestions, and respected every (!) deadline. In terms of funds allocated to her, she can be considered an extremely cost efficient contributor.

Even if other virtual interns may not be as "ideal" as she was, I highly recommend working together with virtual interns in the future. They may be more motivated than "stressed out" professionals – and may be under less time pressure. All this at a significantly lower cost. In addition, they are financially (personally!) more motivated than organisations.

Upon completion of project activities, a promotional brochure was printed (3000 copies) and mailed out to the following locations:
IISD – 900 copies
Development Alternatives – 200 copies
FARN – 200 copies
SEI – 200 copies
ENDA – 100 copies

Local Governments in Central and Eastern Eurorope – 120 copies
(Mailed together with the "Cities toward EU compliance award")
Participants of the Youth Forum of the Urban21 Conference (Berlin, July 2000) – 240 copies
REC's Country Offices (15 CEE countries, 30 copy each) – 450 copies
An environmental mailing list – 150 copies

The rest of the brochures will remain at the REC for future posting and reserve.
In addition, an article about the Module will also appear in the March 2001 issue of the REC's
quarterly newsletter, 'The Bulletin', circulated in 3000 copies.)

Draft expenditures, in EURs:

Postage: 25
Subcontractors: 10840
Travel: 600
Bank fees: 128
Printing: 1000
Workday charges: 10538

Altogether: EUR 23,131, that is CAD 35,000

These expenditures are "draft" because not all invoices were received so far. Otherwise, these
figures were acknowledged by the REC's Finance Department.

Appendix C: MINISIS Report

Prepared by Marlene Roy, with Rod Araneda and Heather Creech

IISD's Information Centre recently converted their database (library catalogue) from CDS-ISIS (supplier is UNESCO) to MINISIS (developed through IDRC). There were multiple reasons for the selection of MINISIS for the conversion:

1) IISD works with several partner organizations in developing countries through the IDRC/CIDA supported project Spinning the Web. The IDRC project officer encouraged us to build into Phase 2 of Spinning the Web a component for experimentation with our partners on building information databases with MINISIS. We needed to implement MINISIS at our end before determining whether the software would be appropriate for our partners, and before we could design any pilot projects for joint databases The MINISIS office at IDRC agreed to a preferential rate for the software for IISD on the understanding that we would provide them with our view on the appropriateness of it for developing country organizations, particularly for library-style applications.

2) MINISIS became available with a library module in Windows 95/98 and the Windows NT operating system, which meant it could be used in a PC-based environment without a UNIX server

3) CDS-ISIS was not Y2K compliant

4) MINISIS had a real-time web interface

5) As MINISIS was initially designed to allow easy conversion from CDS ISIS, we anticipated the our conversion would be easier than if we used any other software currently on the market.

6) MINISIS had fully automated serials registration and circulation, and the capability to build authority files, which would increase our efficiency level

The conversion started in June 1999 and was completed in December of that year. Some re-formatting of worksheets is still underway and the web-interface has yet to be installed. A sample web interface for M2L can be viewed at the principal IDRC web site:

The MINISIS Software and Hardware Requirements

MINISIS - http://www.idrc.ca/Nayudamma/minisis_96e.html

During the past year the MINISIS Group at IDRC has launched 3 versions of their library software with clients being: IDRC Library; Royal Tropical Institute in The Netherlands; and the Province of Ontario. Each has slightly different capabilities. For example, the Province of

Ontario software used uses MARC records and has membership tracking capabilities. IISD is using the IDRC Library software template.

M2L—MINISIS Library Software—M2L (IDRC Version)

The MINISIS-IDRC software is a comprehensive tool that ably handles most library routines, and includes: acquisitions; cataloguing; serials, circulation and research modules (the Interlibrary Loan module is still 'under construction'). At first, the number of data entry screens, particularly in the cataloguing module, seemed cumbersome. This difficulty, however, has been compensated for by the flexibility of the software, which allows a great deal of worksheet and report customization. This is unusual in most library software and is probably MINISIS-IDRC's greatest strength. Also useful are the authority files for Corporate Authors, Vendors, Series, Subject and Thesaurus, which are easy to build and modify.

Anyone using this software should have some library and information technology training as the existing documentation is somewhat limited. However, there is a manual available which can provide some basic information on M2L's (MINISIS Management for Libraries application), design and configuration, and a users manual that requires updating The MINISIS Systems Group has stated that more detailed documentation will be available by September 2000.

Recommended Hardware Configuration

Below are the recommended configurations for running MINISIS. It should be mentioned that the software will run efficiently in a stand-alone or network environment. The MINISIS core database software requires approximately 30 Meg of hard disc space and M2L requires around 10 Meg of disc space.

Workstations:
200 MHz Processor
32 MB RAM
4 GB Hard-Drive
CD-ROM and Disk Drive
NIC (Network Card)
Windows '95, '98 or NT workstation

Server:
300 MHz Processor
64-128 MB RAM
8 GB Hard-Drive
CD-ROM
10-Base-T cabling
NIC (Network Card)
Windows NT 4.0 Server

Back-up Unit
Back-Up Software and Laser Printer

The Database Conversion Process

We undertook the conversion process on our own as we had an experienced computer programmer on staff able to do the necessary work. In the absence of such a person, IDRC has full technical support staff and an ftp site for doing the conversion on behalf of the client.

Mapping the fields was the most difficult part of the process, and was unexpected. Unfortunately there were too many generations between our CDS-ISIS software and the MINISIS-IDRC software and we encountered many unanticipated problems. Once again, the flexibility of the MINISIS software enabled the process. We were able to re-format MINISIS field lengths and attributes to take the data from CDS-ISIS. Even so, we found that it was difficult to map some of the CDS-ISIS fields to those in MINSIS-IDRC and, as a result, had to let some of the data go. While we were able to keep all the cataloguing data, we lost information that had been in our order notes field. In addition, the MFN couldn't be kept, and the serials holdings, which could not be streamed into the new format, were transferred to a notes field so that they were still attached to the record. Also, routines had to be programmed to convert and/or eliminate data. For example, CDS-ISIS had some field delimiters such as ^a and so on, which MINISIS wouldn't accept. Some of these were replaced with MINISIS-acceptable symbols and others were stripped out. However, with the recent adoption of the ISO 2709 data exchange format, conversion should now be easier for future clients switching from CDS-ISIS to MINISIS/M2L.

The worksheets and reports in the acquisitions, serials and circulation modules required minimal changes. However, some reformatting of the cataloguing worksheets has been necessary. In this case, the basic AACRII cataloguing field structure has been kept and IDRC specific fields eliminated (for example, the IDRC Code field) to streamline data input. Reformatting of the reports and help screens is still taking place. To date, we have spent about 5 days in total on customizing worksheets and reports.

Recommendations

I would recommend this software to any organization that wants flexible and comprehensive library software. The MINISIS database engine, which comes with the library module, can be adapted for any database application, and the library template can accommodate such uses as internal records management including both print and electronic documents.

However, staff managing the software and library database need to have some library and information technology training, and the database conversion is probably best left to the software supplier. In addition, those without the necessary skills should work closely with the software

provider and ensure that they receive training to format the worksheets and reports and learn how to use the software efficiently. Also, creating other applications with the MINISIS engine would require in house programming expertise on the part of the client or contracting the supplier to develop the application. The cost of the software, customization and training is scaled according to several criteria for developing country organizations, and many end up paying very little. This is determined by the MINISIS Group at IDRC and they should be contacted for further information.

The results of our implementation of MINISIS will be discussed briefly at the next meeting of the Sustainable Development Communications Network (the Spinning the Web project), in Malaysia. At present, only one partner, the Regional Environment Center for Central and Eastern Europe, may be in a position to review MINISIS as an upgrade from their current CDS-ISIS based library system. Both Development Alternatives and FARN use CDS ISIS, but both organizations use external Internet Service Providers to mount their websites. It will not be possible therefore to take advantage of the real time Web interface in order to experiment with joint database applications across the network. MINISIS would support a combined library/information centre database, merging the records of the information centers of our member organizations; however, the ease of the merger would depend on the level of customization of the software at each information center. We will therefore need to review whether or not to proceed with a MINISIS project as part of Phase II of the SDCN.

Appendix D: Associate Member Reports

    i. Fundacion Futuro Latinoamericano
    ii. EcoNews Africa
    iii. Population and Community Development Association
    iv. Institute for Sustainable Development (* workplan only; did not submit final report)

FFLA-FARN, SDCN Associate Member Report
February 2001

FFLA, FARN and IISD developed last Summer a Work Plan to improve FFLA's internet and sustainable development information capabilities. Following is an update of the advances in the Work Plan.

I.   Strengthen FFLA's Website and information pool

Improve information availability and tools, and develop new information

- FFLA linked some of its website contents into the SD Gateway's framework, more specifically, six documents (four experiences on policy dialogues and two on conflict management).

- With FARN's help, we were able to set-up the Sustainability Webring into our website.

- During the past three months, Camila Lanusse, Project Assistant at FFLA, compiled and systematized documents from FFLA's experience in policy dialogues and conflict management activities carried out since 1994. The document contains all of FFLA's experience in these two areas in the sustainable development context. FFLA is currently working with a print shop to design the layout and will work on a .pdf version, to upload it into our website in the coming weeks.

- Last October, the Ecuadorian Conflict Management Network email discussion group was created with seven members (including FFLA[18]). The members have shared several documents related to conflict management and received the summary of the workshop they held on September 7-8, when they met to share conflict management experiences and reformulate the workings of the Network.

- The database of Latin American facilitators is currently on a stand-by. We're presently designing with our internet provider, Intercom, the most appropriate data base and web interface for our needs.

- We're also currently redesigning with Intercom the section "Recursos para Facilitadores" in our website which will consist of an intranet and a distribution list to share conflict management experiences and information with FFLA's facilitators. The site will be ready in the coming weeks.

II.   Improve FFLA's library facilities

- After several months of consultation, FFLA identified the best database software option to organize its library resources, MicroIsis. Intercom, our internet service provider, has recently developed an interface of MicroIsis for UNDP, which

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[18] Ecuadorian Conflict Management Network: Centro Ecuatoriano de Derecho Ambiental, Federación Ecuatoriana de Derecho Ambiental, Fundación Charles Darwin, Universidad Particular de Loja, Universidad Católica de Ibarra, Centro sobre Derecho y Sociedad.

enables the database to be uploaded into the internet. We have contracted Intercom's service to upload the database once it's ready.

- We have contracted the services of a small team of librarians from a fellow environmental NGO, Fundación Natura, to organize our library resources. Once the analysis and data entry of our bibliography is finished in the coming months, FFLA will only make available in its website all the bibliography related to conflict management and trade and environment, which will help us specialize in these two particular areas and offer a better service to users.

III. Strengthen relationship with partners

We have failed to integrate properly in the discussions about the design and content of the SD Gateway as well as in sharing our experiences with the use of internet, due to a lack of institutional time committment to this particular activity. We will seek in the coming months to share new project ideas with the SDCN members, particularly in the conflict management capacity building area.

IV. Improve general electronic capacity

Acquire hardware, software, and licenses

- FFLA acquired a server and two PC's that have expanded our capacity to do internet research for the different projects, and has enabled us to move our website in-house. We have also acquired Windows licenses for our PC's and FrontPage, to manage our website.

- Two FFLA staff members received a 14 hour training course in website management and use of FrontPage. This will enable FFLA to improve and update more effectively the website in-house.

Challenges faced

In spite of improving our electronic capacity by contracting a new internet service provider and moving our website contents into the new server, we've had several technical problems with the provider's service. These technical problems have caused us to delay improving and uploading new content into our website and keeping the Ecuadorian Facilitator's Network (EFN) alive. For instance, for a few weeks several emails sent by the members of the EFN to the list were lost and communications were held on a stand-by. The network will be soon reactivated in the next weeks, starting with a summary of FFLA's most recent conflict management experience with a group of small vendors and the municipality of the city of Cayambe in Ecuador.

FFLA Budget Summary

Total amount: CAN$ 15,000*

#	Item	Reference to Workplan	Budget US$	Executed by FFLA	Funds Available
				(as of February 2001)	
1	Assistant	II.	2,000.00	4,592.00	(2,592.00)
2	Technical expert	I.2.B)	2,800.00	627.20	2,172.80
3	Hardware	III.5 and IV.1	3,000.00	3,205.40	(205.40)
4	Software	III.5 and IV.2	1,000.00	872.98	127.02
5	Communications		400.00	71.86	328.14
6	Materials		200.00	190.00	10.00
7	Miscellaneous		620.00	461.60	158.40
		TOTAL (in US$)	**10,020.00**	**10,021.04**	**(1.04)**
		TOTAL transferred by IISD (June 2000)	**8,577.22**	**10,021.04**	**(1,443.82)**

*   *Exchage rate: US$ 1 = CAN$ 0,668*

Item Description:

1   Improving library facilities: advising, design, procedures manual, processing of 2200 documents, staff training
2   Development of intranet system and distribution list - "Recursos para Facilitadores"
3   (1) Server + memory expansion and (2) Celeron 667Mhz, 64RAM
4   (5) Win 98 Licenses and FrontPage
5   General communications
6   Materials for library and compilation of FFLA's experiences in conflict management
7   FrontPage training + FFLA-FARN-IISD meeting in Quito, July 2000
   Note: several items include 12% tax

EcoNews Africa
Final Report

The overall objective of the project is to expand communication of sustainable development knowledge through capacity building, research, and local partners support.
The following activities were conducted:
- Internal capacity building of web content developer.
- Field survey of how Internet can be used to promote sustainable development.
- Publication of selected SDCN's website information in Econews magazines and by repackaging current information on the SDCN and EcoNews website.
- Support local NGOs, CBOs and Networks who have limited access to the Internet.
- Increasing the amount of content available on Econew's website.
- Distribution of relevant information available electronically from ENDA and other SDCN members via more traditional media such as print, radio, meetings and leaflets.

Internal capacity building of web content developer

Web Content developer attended INET2000 focus being on web content development as part of capacity building. The main topics covered included:
- Setting up and maintaining information services.
- Setting World Wide Web servers and clients.
- Searching services.
- Authoring on the World Wide Web.
- Use of cgi, Java and JavaScript.
- Interfacing databases to the web.
- How to support and train users and providers of information.
- Security issues and E-business concepts.

This was the only internal building capacity done. However, this is not enough since training in Unix and windows operating systems administration is crucial to enhance effective and efficient support to the partner users of Internet. Impact evaluation and monitoring skills are also essential so as to be able to objectively assess the impact of the activities conducted. This training is hoped to take place though there is still no budget for it.

Field survey on how Internet can be used to promote sustainable development.

A field survey was conducted on how Internet can be used to promote sustainable development. The questionnaires were distributed to the Internet Service Provides (ISPs) and the clients electronically. Informal meetings were also conducted during the AITEC2000 meeting where key stakeholders assembled. Views from government representatives were gathered during the time as well.

From the survey, the following were the findings;
- The Internet relies heavily on the telecommunication infrastructure and its current state has been a hindrance to the growth. Most of the subscribers are still using the analogue exchange whose quality of data exchange is very poor. Telecommunication infrastructure has been the backbone to the clients and the ISPs problems.

- There is still no policy on Information and Communication Technology especially the Internet as a result, there is no standardized cost structure for Internet services.
- There is lack of cooperation among the ISPs.
- Customer training and awareness is still very low.
- There is a high rate of clients' movement from one ISP to the other.
- There is a need to continuously train and retrain staff in the ISPs to enable them to cope with the emerging new technologies.

Publication of selected SDCN's website information into EcoNews magazines and re-packaging information on the SDCN website.
Though not directly, information from SDCN, was customised in the development of the articles for the EcoNews newsletter which focuses on trade, environment and information. The repackage was in the form of newsletter articles http://www.econewsafrica.org/newsletter/ and informal presentations in meetings. Distribution lists were also used to spread the information.

Support local NGOs, CBOs and Networks who have limited access to the Internet.
This service was specifically offered to the CBOs and the networks that EcoNews work with such as Kenya Debt Relief Network (Kendren), the Kenya National Coordinating Committee and Desertification (NCCD) and the Kenya community media network (KCOMNET). They all got technical support and full Internet access through EcoNews support. Extension of this service still continues to date. The networks are developing their content which will be posted under Econews domain.

KENDREN is an initiative which lobbies for debt cancellation in Kenya. It was established early last year. NCCD deals with desertification issues while the KCOMNET deals with community media.

Challenges faced while conducting the activities:
In Kenya, Internet is not a widely used tool. Lately a range of problems are facing the Kenyan community, which has lowered the economic performance significantly. The Internet and in particular well packaged and timely information has a special role in Kenyan community if only people are sensitized to prioritize information and give it a special place in their daily activities. The country was facing a serious economic decline when the activities were being implemented. Water and electricity rationing worsened this. Electricity is especially an ingredient for the application of the new technologies. Through meetings held and informal interviews conducted with some senior government officials, they are yet to be adequately informed about the benefits of the Internet and how positive they can contribute to its spread.

Conclusion
Massive training and awareness creation of Internet technology to the majority of Kenyans should be done to ensure that the benefits of the technology are exploited fully.

Gaps in information and knowledge, both within and between countries, are increasing. The new information and communications technologies, which are being rapidly deployed throughout the world, are important factors in both creating and addressing these gaps. At a time when these critical tools hold the promise of allowing the local and global information-sharing needed for sustainable development in the 21st century, there is broad concern that gaps in access to these

tools and resources are increasing, and that the information revolution could paradoxically become a cause of even greater inequality and worsening poverty.

Another area of urgent action would be to mobilize the civil society actors to get actively involved in the campaign for the liberalization of the telecommunication sector. The civil society should campaign for the extension of the telephones to the rural areas especially now that there are two mobile phone operators in the country. Being involved in the implementation of a rural project to enhance rural connectivity by use of alternative technologies sponsored by IDRC, I have held various meetings with the policy makers and government officials on the way forward in these issues. Hopefully the impact will be felt.

FINANCIAL STATEMENT FOR THE PERIOD BETWEEN 1 JUNE 2000 TO 30 SEPTEMBER 2000

PARTICULARS	ACTUAL	BUDGET	ACTUAL	VARIANCE
	US $	CAD	CAD	CAD
Receipts				
SDCN	10,202.00	18,000.00	18,000.00	-
Total Reciepts	10,202.00	18,000.00	18,000.00	-
Expenditure				
Internal Capacity building &	2,250.00	4,000.00	3,969.81	30.19
Web Master pay				-
Research & documentation	2,767.00	5,000.00	4,881.98	118.02
			-	-
Publication(ENA Newsletter)	1,133.00	2,000.00	1,999.02	0.98
			-	-
CBOs & NGO support	1,417.00	3,000.00	2,500.10	499.90
			-	-
			-	-
Communication	1,733.00	2,000.00	3,057.64	(1,057.64)
			-	-
Administration	1,133.00	2,000.00	1,999.02	0.98
Total Expenditure	10,433.00	18,000.00	18,407.57	(407.57)
Balance	**(231.00)**	-	**(407.57)**	

Final Report
Improving PDA's Web Presence

Background

The Population and Community Development Association (PDA), originally established as the Community-Based Family Planning Service (CBFPS) in 1974, is one of the largest non-governmental organization in Thailand. PDA's services have expanded to cover a diverse area of activities such as primary health care, AIDS prevention, water resource development and community sanitation, income generation and occupational training, conservation of environment, business initiative in rural development, local institution building and promotion of democracy. PDA has pioneered grassroots growth marked by extensive involvement of villagers as leaders, planners and managers.

Transfer of knowledge gained from PDA experiences has been by traditional means, focussing on printed information, audio visual materials, seminars and training, both national and international. PDA's presence on the web has been minimal.

As an Associate member of the Sustainable Development Communications Network (SDCN), under the sponsorship of Development Alternatives (DA), PDA will be able to exchange knowledge and experiences internationally via electronic communications.

Objective

To create and maintain PDA's web site, with the capability of an interactive site, for the purpose of exchanging information and knowledge on sustainable development.

Activities

- **Web hosting and domain name registration**

PDA has completed registration of its own domain name www.pda.or.th via local host in Thailand in October. This domain name will be shared by PDA Headquarters, regional branch offices and regional development centers. The disk capacity is 300 MB with POP3 e-mail account, FTP, database and multimedia support.

- **Data transfer and re-design**

Data from PDA pilot web site (www.geom.unimelb.au/pda) created by Cliff Ogleby of the Department of Geomatics, University of Melbourne, Australia with the assistance of PDA staff and volunteers has been transferred to the new site. The contents were updated and re-designed to conform to current PDA activities. The present contents are grouped into 8 categories;

- Family Planning, Health Care and AIDS Prevention
- Rural Development and Income Generation
- Business Initiative in Rural Development

- Environment Conservation
- Water Rersource Development and Sanitation
- Promotion of Women's and Children's Rights
- Training and Technical Expertise
- NGO Sustainability

In addition there are information concerning PDA, operation areas media and public relations, projects and donors, awards, etc. PDA Web site now is available in both English and Thai version.

- **Training for Web development**

PDA has sent 2 staff for a short course training in the use of Microsoft Frontpage97, in preparation for further web site development.

- **Study and design for database system**

Recently PDA set up a working group headed by a Bureau Director to study and develop information system for PDA. An experienced company was chosen to carry out database system design. Three staff from Computer Unit have finished basic training in the use of PowerBuilder 7.0. They will receive further training and will be the core group to manage PDA electronic database.

- **Web site development**

The development of PDA Web site to be a dynamic site capable of multimedia is in progress. The delay was due to difficulties in finding proper training courses for the staff and the change in the approach of PDA concerning database management.

- **Staff training**

In addition to training for staff to manage the web site and the database, PDA has arranged a half-day training for PDA executives on the use of Internet to search for information from various web sites. Two additional half-day trainings are planned. Staff at provincial branches and centers will also receive training on the use of PDA web site this year.

- **Distribution of information**

Useful and relevant information are available electronically from DA and other SDCN members. However, these information first must be translated into Thai. PDA has selected a few topics that may be of interest to field level staff such as vermicomposting to be translated and distributed, both electronically and in printed form.

- **Documenting PDA's communications experiences**

PDA staff in the Project have accessed the SD Gateway and found wealth of information available, especially from SD Topics and SD Webworks. Again, because of language barrier,

only a few staff can utilize the information. PDA may have to set up a specialized group to select, digest and translate materials relevant to PDA operation.

Financial Expenditure

The total expenditure for the Project up to this point was CDN$ 12,390.70. The remaining balance from the grant received is CDN$ 359.30. The expenditure for computer equipment and software and for training was 70.39% over the estimate budget. This was due to the high cost of Microsoft SQL Server software and the high fees charged by the company that provided training in Power Builder, a specialized program.

<div align="center">

PDA - SDCN
FINANCIAL STATEMENT
For the period of September 2000 - March 2001

</div>

Description	CDN$		
	Budget	**Grant Received**	**Amount**
NCOME	**15,000.00**	**12,750.00**	**12,750.00**
XPENDITURE	**15,000.00**		**12,390.70**
1. Web Development	**11,500.00**		**6,427.00**
1.1 Web Hosting and Doman Registration *	4,500.00		2,191.00
1.2 Re-Design and Web Development	7,000.00		4,236.00
2. Training	**1,000.00**		**2,590.99**
2.1 Training for Executive			175.11
2.2 Training for Web Developer			2,415.88
3. Computer Equipment and Software	**2,500.00**		**3,372.71**
3.1 Microsoft SQL Server			2,435.85
3.2 Microsoft FrontPage			936.86
ALANCE AS AT MARCH 12,2001			**359.30**

 * Remaining CDN$ 2,250 will be used for extension of Web Hosting and Domain registration.

The work plan and budget
of
the Institute for Sustainable Development, Warsaw, Poland
participation in the
Sustainable Development Communications Network (SDCN)
for the period of June-September 2000

Work Plan

June
- new conceptual framework for a web page
- staff meeting to discuss and develop the new framework
- development of the framework for upgrading the web page
- preparation of information for the web page in Polish language
- installation of the new computer and software

July
- preparation of information for the web page in Polish language (continuation)
- translation into English
- start up of the new version of the web page
- research and information gathering n activities of other SDCN partners
- continual input of new information on the web page
- preparation of the concept and material for information package (in Polish and English)

August
- a continual input of new information on the web page
- preparation of the meeting with media people about their role in dissemination of ISD's activities
- research and information gathering on activities of other SDCN partners
- preparation of the concept and material for information package (in Polish and English) - continuation

September
- training of ISD's staff on how to use web pages as an information instrument for individual projects
- meeting with media persons on their role in disseminating ISD's activities
- continued activity to supply the web page with new information
- narrative and financial report on SDCN activities
- printing the information package (500 copies in Polish, 500 copies in English and 1000 copies cover wrapper)

Budget

No.	Items	Costs in Polish Zlotych	Costs in CAN[*]
1.	Webmaster	1020	343
2.	Development of new conceptual framework	1200	404
3.	Information and research activity	5000	1684
4.	Translation into English	1500	505
5.	Computer	6000	2020
6.	Software	1820	613
7.	Training	10.000	3367
8.	Meeting with media	3.000	1010
9.	Information package	15.000	5.051
	TOTAL:	44.450	14.997

[*] 1 CAN = 2,97 Polish Zlotych (Polish National Bank – 31.05.2000)

Appendix E: Web Site Critiques Report

Making Friends Through Critique:

Web Site Reviews by the Sustainable Development Communications Network (SDCN)

"It's great to have somebody outside reflect what we have done on our web site."

Paan [Ms. Prasnee Tipraqsa]

RECOFTC

By Duane Taylor
Representing the International Institute for Sustainable Development (IISD)
For the Sustainable Development Communications Network SDCN
July 3rd, 2001

Background:

As part of capacity building activities the SDCN instigated a project where web reviews would be offered to sustainable development organizations around the world. The organizations were decided by the participating groups decision of who they thought might be a valuable partner in SDCN projects in the future.

The goals were to:
- offer these organizations a competent professional web review concentrating on information architecture along with some technical aspects,
- give our partners the opportunity to carried out such reviews in order to gain further communication skills,
- develop better sustainable web pages for both the reviewed and reviewer organizations, and
- create stronger ties between SDCN members and other reputable sustainable development organizations in order to foster future collaborations.

I am delighted to report that the project was a success. There were six organizations from six countries from a variety of regions doing the reviews. In total twenty reviews were done covering organizations from twelve countries. The process was greeted with a warm and enthusiastic welcome, despite the short time frame to organize and carry it out. Not only were strong connections made between many organizations, but both sides of the reviews learned a lot about properly using the Internet to communicate sustainable development.

The reviews were structured from a web review template (see appendix) that was developed at the beginning of the project. It was not a strict guideline and there was room for interpretation and adaptation of the guideline pending each individual case.

After the reviews were done an evaluation was done in order to gauge the success of the project and to determine how the web review project could be improved upon if done in the future. The evaluation was based on a questionnaire filled out by the reviewers and through responses from the organizations that were reviewed.

Below is a short recap of the project.

Date: January 15th to March 31st, 2001

Participants and Clients:

Reviewer	Reviewed	Country	URL
Fundación Acceso – Costa Rica			
	INBio (National Institute of Biodiversity)	Costa Rica	http://www.inbio.ac.cr
	FUNDECOR	Costa Rica	http://www.fundecor.or.cr
	Sustainable Tourismo Certification Costa Rican Tourism Institute	Costa Rica	http://www.turismo-sostenible.co.cr

	PRISMA	El Salvador	http://www.prisma.org.sv
	Proarca/Capas	Guatemala	http://www.capas.org
EcoNews Africa - Kenya			
	Forest Action Network	Kenya	http://www.fanworld.org
	Femnet	Kenya	http://www.africaonline.co.ke/femnet
Fundación Ambiente y Recursos Naturales (FARN) - Argentina			
	AIDIS Argentina	Argentina	http://www.aidisar.org
	CEDARENA	Costa Rica	http://www.cedarena.org
	CEDHA	Argentina	http://www.cedha.org.ar/
	Centro de Investigaciones para la Transformación (CENIT)	Argentina	http://www.fund-cenit.org.ar/index.htm
	CIPMA	Chile	http://www.cipma.cl/
	Fundacion Patagonia Natural	Argentina	http://www.patagonianatural.org.ar
	Instituto Humboldt	Colombia	http://www.humboldt.org.co
Foundation for Media Alternatives (FMA) - Philippines			
	MekongInfo	Vietman	http://www.mekonginfo.org
	Philippine Partnership for the Development of Human Resources in Rural Areas (PhilDHRRA)	Philippines	http://www.phildhrra.org.ph/
MekongInfo - Vietnam			
	ICIMOD	Nepal	http://www.icimod.org.sg
	RECOFTC	Thailand	http://www.recoftc.org
The Regional Environmental Center for Central and Eastern Europe – Hungary			
	Center Science/ Environment	India	http://www.oneworld.org/cse/
	Tata Energy Research Institute (TERI)	India	http://www.teriin.org

Evaluation:

Time frame for completing reviews.

The time ranged from 7-35 hours for each review, with the average being approximately 15 hours. When there was more than one person working on a specific review the time noticeably increase. The 15 hours is inline with the estimate before the reviews were carried out.

Was the amount of CDN $500 Appropriate?

Almost everyone indicated that it was a fair or appropriate amount there was a concern that it was a little low.

What form of contact was used?

Email was used in most cases, or a combination of the phone an email. Some found that it was hard to explain the whole process over the phone. Others mentioned that email is perfect for preparation work and follow up to a phone interview to obtain the essential information about the

web site. Email is good for introducing the process unfortunately sometimes there is no response back from email.

What was the initial reaction to being offered web reviews?

Generally organizations were positive about the offer to have a free web review done of their site. However, there was some resistance. The "out of the blue" approach threw some people off and there were some hesitations about why this project was being done. The general feel was there needed to be more time to do the web reviews where the concept could have been introduced slowly.

Would a provided introductory letter been useful?

Consensus says that a more formal letter of introduction to the project would have benefited when approaching organizations. It was noted that the letter should contain an outline of the benefits, goals, web review process, list of other participants or parties involved with contact information, the reason they were approached and what will happen to the web reviews after the project s completed.

What did you learn?

There were many lessons learned by all involved. Most importantly it helped emphasize the qualities of a good accessible site, how to look at sites more objectively and how to better construct a web site. Also noted was the existence of certain online analysis tools to check size/speed of download and link checkers. Another lesson learned was that a web review could be so simple and straightforward.

Has this effort produced future ties between organizations?

In most cases the answers was yes, or that it strengthened existing ones. There is indication that it will foster work directly with the SDCN. In any case there are many more groups now familiar with the SDCN and the type of work that is done.

Overall assessment of the review process.

The general feel was that this was a productive and useful exercise. There were comments indicating that they would have liked to do more reviews. More importantly they would also need more time to prepare and correspond with potential organizations. One suggestion would have been to let the organizations see the initial review (which was actually done in some cases) in order to respond with more information before the final review was completed.

There were some suggestions for adding in more questions regarding Webmasters' qualifications and are they continuously trained, how the Internet is perceived in the organization's country.

What was the final reaction from the organizations that were reviewed?

Almost all were very positive and thought the exercise was very useful. Many indicated that they would try to implement changes to their web site based on the evaluation.

Below is some of the feedback from various organizations

"Muchas gracias por el trabajo que han realizado de evaluar nuestra página. Creo que los comentarios que nos hacen son MUY útiles, y nos servirá para cuango podamos poner a alguien dedicado a trabajar en la página. Tratamos (o yo traté, mejor dicho), que dado que no tenemos por ahora un experto en informática, que la página fuera liviana y facil de utilizar. Estoy de acuerdo que necesitaríamos repensar unpoco el mapeo de la página y quizás agregarle mejores vínculos al pie de cada una. Esto posiblemente lo pueda hacer yo. Voy a ver.
Gracias nuevamente por la asistencia que nos han brindado, y también por los vínculos sugeridos para conseguir apoyo financiero/técnico. Te pregunto, han hecho algún ranking de páginas, para ver donde estamos parados con respecto a otras páginas que han evaluado?

atentamente
J. Daniel Taillant
Director de Programas
Centro de Derechos Humanos y Medio Ambiente
www.cedha.org.ar

pd. no te querés venir a trabajar a las sierras cordobesas!!!???"

Muchas gracias a tí por tu tiempo y a tu institución naturalmente.
Ahora me pondré a leer el resultado y luego de verlo con el resto de la
gente aquí te escribiré nuevamente. Estaremos en contacto.

Saludos,
Paloma González
CIPMA

Cordial saludo:

Agradecemos enormemente su investigación de nuestro sitio web. Tendremos en
cuenta todos y cada uno de los puntos de sugerencia y tenderemos a mejorar.

Muchas gracias de nuevo.
DIEGO ANDRES OCHOA LAVERDE
Programa de Comunicación e Información
Instituto Alexander von Humboldt

Sorry for our delayed response on the web review. After Michael and I discussed about this, we really like your comments and suggestions. We have to say thanks again for your time for web review. It's great to have somebody outside reflect what we have done on our web site. We will try to improve our site as much as we can do.

Regards,
Paan
RECOTFC

On behalf of ICIMOD, I'd like to thank you for all the time and effort you put into this detailed review of our website. The suggestions provided and the comments are going to be very useful in improving the site. I shall get onto the job immediately.

Thank you once again,
Sangeeta Pandey
ICIMOD

Conclusion:

The web site reviews were carried off with very little troubles, especially considering the quick notice of the project to both the reviewers and the reviewed. I think that this type of exercise is very useful and should be continued in the future. Not only does it foster relationships between groups and more importantly with the SDCN, it educates all involved in better practices for using the Internet as a toll to communicate sustainable development.

If this project was to continue in the future there would be many SDCN members willing to take part and now that it has been establish and there is information on the Internet about the process organizations will feel easier about allowing a review to be done. The review process will need a little longer to be carried out. This will ensure, not only more complete reviews, but a longer more meaningful relationship building stage between the organizations.

Appendix:

SDCN Website Review Guide

The Web Site Review Template is only a guide for writing a report. It does not have to be strictly followed.

The template is broken into five main categories.

Mission and Objectives:
This section is to determine what is the purpose of the web site and if has made any impact as of yet.

Information Architecture (IA) Assessment:
This section is to help break down the structure of the existing site's underlying purpose and construction. Of course this information is hard to get at in a two-day assessment.

The bulk of this information will come from email correspondence and/or a phone interview with the site's producers and from analyzing the existing site layout and online content. The correspondence should cover such aspects as the organization's goals, intended target audience, the actual target audience (based on feedback) if known, number of staff, number of staff involved with web communications, expertise of the staff, resources available, commitment to web communications, how the site structure was chosen and any concerns they have regarding the web site.

These aspects are all important when analyzing and suggesting improvements to the site. The "Proposed Site Architecture" can also be viewed as "Any Site Changes." These are all suggestions based on what the site is currently and how the producers see the site evolving.

The content inventory should include a list of the top sections of the site and all modules underneath them, if indeed there is more than one module on the site. Modules are action-focused areas of web sites with a common theme. Modules usually lie in sections the web site is broken into. For example, the SD Webworks is a module on the SD Gateway site.

If there are several modules, reviews of "Content Analysis" should be done repeatedly for a selection of modules (no more than three).

The general observations are things about the site that should exist. In general if an article has over five pages it should be placed on the web as a downloadable PDF, MS Word file, etc. Another standard is that a user should be able to get to any information within three clicks of the main page. In order to test this look up various subjects and see how quickly the browser takes you there. This reflects the navigation and site structure. Of course a site should also work in all major browsers or it will alienate a large portion of intended audience.

The homepage analysis will explain what the page says to an outside viewer – is the information clear and inviting.

Technical and Visual Assessment:
This will be made by doing a thorough investigation of the existing web site.

Load times reflect the size of the actual pages and how long it will take the typical viewer's browser to download the page. There are programs online that do this assessment. The one used here at IISD has been "Bobby" (http://www.cast.org/bobby). It shows the size of all the elements on the web page, in particular graphics, and the estimated download time from a 28.8 modem. I think it is appropriate to do more than test the main page in order to get an overall site assessment. The standard time a user will wait for a page to download is 10 seconds. It takes roughly 1 second for every 3 KB -6 Kb so the size of a page should generally be 30 - 60 KB or less. Some pages will need graphics, and as long as the user is notified that it will take longer in order for the images to download, they will get frustrated. If the main goal of the site is to disseminate information then heavy graphical pages are not needed.

User annoyances are commonly used features that bother most users. These are things that should be absent in a professional site. The breaking back button is when the code resets the browser's back button so when hit it will remain at that site. Internet users do not like having their navigation control taken away from them and will resent it. Having a new window open can cause many problems. Among them is navigation control lost and more importantly if the user is on an older computer it can lock up the processor and shut down then computer. A site should never require a user to download any plug-ins. The site should be ready to view. Internet surfers have also been trained to ignore any banner size graphics (468x60 pixels). When they see images this size, especially at the top of the page, they assume it is an advertisement and avoid reading it in full. They no longer want to "Punch the Monkey." Of course a web should be kept up to date and avoid link rot. All broken links should be reported with their proper URL.

Site consistency is rated on a scale in order for better feedback. Much of this is judgment of the reviewer, but the reviewer also has the chance to fully explain their position. It is very important for a site to be consistent from the positioning of navigation tools to the actual language that is used. A user needs to feel that everything is part of a whole in order to trust the content of a site.

Site Promotion:
Meta tags are very important for search engines to direct traffic to a particular site. In many cases site owners are not the ones who have actually done the HTML mark-up and they may not even know what the Meta tags are. It is a good idea to bring it to the forefront because they reflect the purpose and themes of the site.

Search engine results also reflect how the most popular search engines are reading the site. The choice of which search engines to use is up to the reviewer – just make sure they are well known. If the site constantly has a bad showing the site may need to be registered or the Meta tags may need to be changed.

Search engine inclusions are those search engines in which the site has been registered. This information will come from the correspondence with the site's producers.

The linkages section is a review of who and how many visitors and other web sites connect to the reviewed site. To find out how many other sites are linked to a particular site use something like

AltaVista's link search option. All you have to do is type, "link:http://whatevertheURLis" and it will respond with the total number of sites linked to it and the links to those sites. Also of note is asking if the organization uses anything to track the number of people visiting the site, where they are linking from and what search criteria brought them there. To what detail does the tracking device go into.

Administration and Maintenance:

This is to determine the future strength of the site's existence. It will help determine the seriousness of the organization's commitment and ability to expend resources to web development. It will also help determine how efficient the management side of running the site is.

All the sections have a "comments" section to further elaborate any of the findings. The conclusion is to state the over all assessment of the web site. The last section is for concrete suggestions that the organization should be able to follow given their resources and management structure.

SDCN Website Review

Reviewer Organization: _____
Reviewer Name: _____

Background Information:
Name of Organization: _____
URL (Opening Page): _____
Webmaster Email: _____
Number of Staff: _____
Number of Staff Involved with Web Communications: _____

Mission and Objectives
:::

Goals: _____
_____
_____

Audience:
Intended: _____
_____

Actual: _____
_____

Are all the organizations programs represented? _____
_____

Does the site extend the development of programs? _____
_____

Has the Internet provided new opportunities? _____
_____

Comments: _____
_____
_____

Information Architecture Assessment
:::

Structure:
Content Inventory: _____
_____
_____

Content Analysis: _____
_____
_____

Site Structure: _____

_____
_____
_____

General Questions:

Is There a Site Map Available?   _____
Is the Sitemap Available from All Pages?   _____
Is There A Search Feature?   _____
Is the Search Feature Available from All Pages?   _____
Is most information within the 3 Click standard?   _____
Does the site work across browser platforms (and older versions)?   _____
Are Large Files Downloadable and in what format? _____

Comments: _____

_____
_____

Homepage analysis: _____

_____
_____
_____

Proposed Site Architecture: _____

_____
_____
_____
_____
_____

Technical/Visual Assessment
::

Load Times:

Main Page (URL) _____ Time (seconds) ____

Top Layer (URL)
1. _____   _____
2. _____   _____
3. _____   _____
4. _____   _____
5. _____   _____

6. _____   _____

Random Pages (URL)

1. _____   _____
2. _____   _____
3. _____   _____

Comments: _____

_____

_____

_____

User Annoyances

	Yes	No
Under Construction Signs	_____	_____
Flashy Animation	_____	_____
Frames	_____	_____
Breaking Back Button	_____	_____
Automatic New Window Opening	_____	_____
Need for any Plug-ins/Downloads	_____	_____
Banner Size Graphics	_____	_____
Broken Links	_____	_____

(List of broken links) _____

_____

_____

_____

Comments: _____

_____

_____

Site Consistency:

Not Consistent - To - Very Consistent

	1	2	3	4	5
Identification/Logo	1	2	3	4	5
Overall Navigation	1	2	3	4	5
Navigation Icons/Words Makes Sense	1	2	3	4	5
Graphic Scheme	1	2	3	4	5
Colour Scheme	1	2	3	4	5
Readability/Font Use	1	2	3	4	5
Standard of Language	1	2	3	4	5
Use of Images	1	2	3	4	5

Comments: _____

_____

_____

_____

Site Promotion

::

Meta Tag Information:

Description: _____

_____

_____

_____

Keywords: _____

_____

_____

Comments: _____

_____

Search Engine Results:

	Top Ten	Top 20	Top 50	Not Found
1. _____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____
4. _____	_____	_____	_____	_____

Search Engine Inclusions:

1. _____

2. _____

3. _____

4. _____

Linkages:

How many sites are linked to the site? _____
How are people finding the site? _____
Tracking devices _____
Comments: _____

_____

_____

Administration and Maintenance

::

Is there a Webmaster? _____

If no, who runs the site, and in what capacity? _____

_____

How are policies and procedures defined? _____

_____

Is there a place in the budget for site creation/updating? ____
How often is the site reviewed and updated? _____

Who is the user contact, and what is the average response time? _____

_____

Overall Conclusion:

_____
_____
_____
_____

_____

Suggestions for Improvements:

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

_____

Appendix F: Financial Report