



**world summit
on the information society**
Geneva 2003 - Tunis 2005

MISSION REPORT
Swiss Executive Secretariat

**The Operational Aspects of the
World Summit on the Information Society**
Review and recommendations

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World Summit on the Information Society
Geneva 2003*

C O N T E N T S - - - - -

	Pages
A. INTRODUCTION.....	3
About this report.....	3
Executive summary: an ambitious project, a pioneering Summit, a unique event	4
Milestones: the framework, the timeline and the main actions of SES.....	6
B. THE SWISS EXECUTIVE SECRETARIAT (SES).....	8
Host country's role and missions delegated to the SES	8
Roles and missions of the Swiss Council Delegate.....	8
Project reports overview.....	9
Organization and responsibilities before and during the Summit	11
C. THE WSIS, A GENERAL REVIEW.....	15
1. Define: format, dates, sites, budget, structures, roles, responsibilities, expected participation	16
2. Plan: main phases of the WSIS project, actions and projections	18
3. Prepare: PrepCom & other preparatory meetings, themes and content, involved organizations	19
4. Mobilize: previous and ongoing initiatives, multi-stakeholders, specific real and online communities and groups	20
5. Recruit: permanent team, consultants, PCO, volunteers.....	21
6. Develop: The Summits Events, the wsis-online platform, the workshops.....	22
7. Finance: budget, fellowships, fundraising and sponsoring	24
8. Communicate: communication strategy and action plan, visual identity, multimedia and press relations	25
9. Host: hotels, Geneva Palexpo, CICG, transportation, City of Geneva.....	27
10. Secure: Agora Operation, preparation, set up and implementation.....	28
11. Program: scheduling official and Summit Events.....	30
12. Manage & coordinate: teams, budgets, priorities.....	31
13. Organise: logistics, site management, social events.....	33
14. Document: TV, printed material, web sites, photos and videos, Official Guide	34
15. Evaluate: reports, media coverage, participation.....	35
D. RECOMMENDATIONS.....	37
General recommendations (overview table with positive/negative points and recommended approach)	
E. SOURCES AND REFERENCES	39
F. ANNEXES.....	40



A. INTRODUCTION

About this report

This report, structured to provide an overview of the operational aspects of the WSIS, aims to:

- give a brief project history of the hosting of the World Summit on the Information Society (WSIS) in Geneva in 2003
- list the main actions of the Swiss Executive Secretariat (SES) and of the Swiss Council Delegate, author of this report
- describe the project scope and its full implementation
- highlight the main actions and some sensitive points
- propose a set of recommendations based on the lessons learnt

It is based on the review and analysis of various information collected through:

- internal memos from the SES, from OFCOM and other parties involved
- project follow-up reports and official closing reports
- individual team member reports delivered after the WSIS
- various input gathered for related and official web sites
- meetings and interviews conducted between April and June 2004

This document focuses on the operational aspects of the Phase 1 of the WSIS, taking place in Geneva from 8th to 12th December 2003.

It does not relate to the Declaration of Principles nor the Action Plan which were the main outcomes of the Summit. If the political process is sometimes mentioned in the following pages, the purpose is only to cast a light on the organization of the Summit as such. Diplomatic activities and various negotiations were needed at all stages of the project, from the initial concept development to the final implementation, and are therefore briefly described in this report.

This report is co-produced by Daniel Stauffacher and Marianne Kopf, based on a series of meetings and working sessions, one to one interviews and the evaluation and synthesis of various documents produced before, during and after the WSIS by people involved in the project. All these archives can be provided on demand.



The World Summit on the Information Society, Geneva 2003/Tunis 2005, an ambitious project (Summary)

The World Summit on the Information Society (WSIS), focusing on the development of the Information and Communications Technologies (ICT) and on the North-South Digital Divide, has gathered in Geneva the whole international community with 54 Heads of States and Governments, a large number of representatives of the United Nations, national and regional delegates of non governmental organizations (NGO), business leaders, medias representatives and the civil society. As mentioned in the [United Nations Resolution 56/183](#), adopted on 31.01.2002, the WSIS scheduled in 2 phases (From 9th to 10th December 2003 in Geneva and from 16th to 18th November 2005 in Tunis) is placed under the high patronage of the U.N. Secretary-General, with the International Telecommunication Union (ITU) being responsible of its organization.

Although the **very first contacts** concerning the hosting of the WSIS in Geneva in December 2003 took place in **March 1999**, the project really became concrete around **January 2002**. At that time, both host countries, represented by their respective Ambassadors Daniel Stauffacher for Switzerland and Ben Salem for Tunisia, started to collaborate on the preparations of the WSIS on political and diplomatic level as well as on all operational and logistical aspects.

In the following pages we concentrate on the operational aspects of Phase 1 of the WSIS in Geneva which was delegated in its implementation to the SES.

From the very beginning, the Delegate of the SES, Daniel Stauffacher, has been active in getting the WSIS to be hosted in Switzerland ; he was also the initiator of an innovative concept for the WSIS 2003, while at the same mobilizing people involved in existing international ICT initiatives and participating in the ongoing preparatory and diplomatic process. The SES was in charge of all the operational aspects of the WSIS, which spanned over more than a week, from hosting to security to be coordinated with various partners, including the organization and logistics at Geneva Palexpo.

During the **5 main phases of the project**, the SES acted as an initiator, as a supporter, as an arbitrator, as a producer and overall as a project manager:

- | | |
|-----------------------------------|----------------------|
| 1. August 2001 to February 2002 | Planning phase |
| 2. March 2002 to December 2002 | Preparation phase |
| 3. January 2003 to October 2003 | Implementation phase |
| 4. November 2003 to December 2003 | Production phase |
| 5. January 2004 to June 2004 | Evaluation phase |

During the project development, various structures were defined and set up within the U.N, the ITU, the various partners involved and the host country. To name just a few : the HLSOC –High Level Summit Organising Committee, the Swiss Executive Committee/ Comité Directeur Exécutif Suisse (CDES), the WSIS-ES, Executive Secretariat at ITU. In addition a Logistics Steering Group, and various dedicated working groups were set up to coordinate all organizational aspects, mainly in phase 3 and 4.

To assist the host country in the operational aspects of the WSIS, the SES used the services of a PCO (Professional Congress Organizer), the MCI Group established in Geneva. MCI was involved in the process as from the preparation phase, providing professional advice based on its extended experience in event management. This early stage collaboration was a key success factor for the WSIS. The MCI teams, with their competencies, specific working approach and individual commitment, highly contributed to manage the growing scope of the WSIS: the participation estimated till November to 6500 delegates finally reached over 12000 participants.

The political process, with its ups and downs, its negotiations and blurred visions, going on at the same time as the operational preparations, casts a shadow on the overall working atmosphere. It also develops an unclear image and hesitations of the medias to communicate positively on the WSIS in its early stage, while the outcome of the political event remains still uncertain. This situation has also an impact on the personnel involved in the implementation of the WSIS : not everyone is comfortable with uncertainty nor can cope with high levels of stress combined in the last months with heavy workload and sharp deadlines. Even if the collaboration between individuals took some time to reach the cruising speed, the SES team overall performed in an effective and appropriate manner.



A pioneering summit, a unique event (Summary continued)

In Geneva, from 10th to 12th December 2003, the WSIS has gathered over 12000 delegates, including 54 Heads of States and Governments representing 176 countries. This first phase of the WSIS led to the adoption of a [Declaration of principles and an Action plan](#).

For the first time, a global conference has involved in its earliest stage, all parties concerned, with the aim to develop a common vision of an information society that benefits all : governments, international organizations as well as the private sector, the civil society and the medias effectively collaborated from the start of the project.

Switzerland, as the host country, supported this process through the creation and financing of a Civil Society division within the Executive Secretariat of the WSIS and the organization of a dedicated Forum open to all medias and broadcasters.

In addition to the political summit, **more than 300 events**, (the Summit Events) were organized : this open platform of exchange and discussions took place in the same facilities as the summit, thus enabling easy interaction and effective participation of the delegates, while at the same enriching the official debates and initiating concrete partnerships. The diversity and scope of these events offered also an interesting show case of the various applications of the ICT, thus keeping the discussions rooted in reality.

One of the most important **Summit Events**, open to the public was ICT4D, with more than 38000 visitors in 4 days. The World Electronic Media Forum (WEMF) welcomed 800 participants from private and public medias and broadcasting. Switzerland also proposed events such as the Infodev Symposium of Seco and the Helloworld project, supported by the Ministry of Culture (see chapter "Develop" describing the Summit Events).

The online community platform, **wsis-online.net**, developed and supported by Switzerland, opened the WSIS to the worldwide public and delivered day-to-day information about the WSIS and the Summit Events (in addition to the official web site of ITU and the various related sites).

The WSIS is also a unique event as it could benefit from the **presence in Geneva of the United Nations, of various international organizations and permanent representations of many governments**. This facilitated contacts and activities before and during the WSIS.

To ensure optimal **security** for the WSIS, important measures were taken, both in the air and on land. In the framework of the **Agora Operation**, police, army, UN and ITU security teams joined forces to set up a coordinated and efficient security service during the summit, together with MCI, the SES and Palexpo.

It is also worth mentioning that the **perfect cooperation between the Swiss Federation and the Canton** and the fact that security issues were put on the agenda in the very early stage of the project, as from 2002, enabled a quite accurate budgeting, planning of the needed resources, and a thorough analysis of various risk scenarios. A crisis management set up was of course planned as well. Many delegations acknowledged and underlined the quality of the welcome of their VVIP's and the trouble free logistics.

The venue of **Geneva Palexpo**, hosting both the political summit and the Summit Events, in particular the ICT4D platform open to the public, greatly contributed to the success of the WSIS. The flexibility of both Geneva Palexpo teams and facilities made it possible to cope with the constant changes needed while the participation and the scope of the summit were growing day by day. Initially planned in one single hall, the WSIS finally used halls N° 1,2, 3, E and 7, i.e. more than 45000 m². Five conferences rooms were built from scratch, with 3000 seats for the main room of 4000 m².

Last but not least, Geneva also enjoys a large offer in **accommodation and public transportation**: over 80 hotels were reserved by the WSIS participants and free transportation was offered.

Visit also following web pages : <http://www.wsisgeneva2003.org>, <http://www.itu.int/wsis>
<http://www.itu.int/wsis/geneva/coverage/statements/switzerland/ch.doc>
<http://www.wsis-online.net/event>



Milestones : the framework, the timeline and the main actions of SES

March 1999	Initial contacts with ITU – Initial discussion with Swiss Federal Council to acquire the project for Geneva
June 28 th 2000	The Council announces its intention to organize the WSIS first phase in Geneva
August 21 st 2000	Official application submitted to ITU
October 9 th 2000	The Council confirms its intention and allocates a budget of 10,3 million Swiss francs to the preparation and implementation of the WSIS (exc. Security)
October 25 th 2000	Detailed offer proposed to ITU (completed 09.02.01)
October 2000 to June 2001	Promoting the Geneva offer through various contacts and meetings with various organizations
June 28 th 2001	ITU officially confirms the organization of the WSIS phase 1 from 10 th to 12 th December 2003 in Geneva
July 30 th 2001	Strategic concept memo on WSIS by D. Stauffacher (with 15 success factors identified by Switzerland)
October 2001	First meeting of the HLSOC (High Level Summit Organizing Committee) – Participation of Daniel Stauffacher
November 2001	Meetings at UN New York (D. Stauffacher, Marc Furrer, Director of OFCOM)
Autumn 2001	Call for offers, consultations of professional conference organizer MCI and setting up of core team of SES
5 th & 6 th December 2001	Coppet Workshop –Brainstorming on objectives and content, concept development
January 2002	Information meeting for permanent representations in Geneva – World Economic Forum meetings
February to June 2002	Consultations, info sessions, diplomatic preparation, meetings co-chaired by Ambassadors D. Stauffacher and B. Salem PrepCom meeting and PrepCom Bureau meetings
March 3 rd 2002	Switzerland joins the United Nations through voting by its population
April 30 th 2002	Meetings with permanent delegations co-organised by Switzerland and Tunisia
June 16 th to 20 th 2002	Meetings at UN New York
July 1 st to 5 th 2002	PrepCom 1 – Geneva (D. Stauffacher President + Sub-Committee 1)
July 24 th 2002	Initial concept memo on the “side events of the WSIS”
August 26 th to Sept 4 th 2002	World Summit on Sustainable Development in Johannesburg – Presentation by Federal Council Mr. Deiss, Mr. Fust /DDC and Daniel Stauffacher promoting the WSIS in Geneva
September 10 th 2002	Switzerland becomes officially the 191 st country of the U.N.
October 8 th 2002	Initial discussions between OFCOM/DDC – M. Furrer/M. Fust/D.Stauffacher on participation of the DDC in WSIS
October 14 th to 16 th 2002	Meeting at UN New York -M. Furrer/D. Stauffacher
December 2002	Proposal note on the project «ICT for development » Mr. Fust/Mr. Frei
December 11 th to 13 th 2002	Conférence Ministérielle de la Francophonie in Lausanne - Intervention MM. Deiss et Furrer about WSIS

Milestones : the framework, the timeline and the main actions of SES

January 2003	Glion 1 Workshop – Orientation note for PrepCom 2
January 23 rd to 27 th 2003	World Economic Forum (WEF) in Davos – Participation M.Furrer & D. Stauffacher
February 4 th to 6 th 2003	Regional Conference Asia – Beyrouth- (Liban) – Intervention of Swiss President
February 17 th to 28 th 2003	PrepCom 2 – Geneva
February 25 th 2003	Civil Society Bureau created within the Preparation Committee
July 15 th to 18 th 2003	Meeting - Paris (France), - Nominations of Nitin Desai, UN special adviser and Maurice Strong, special adviser for Switzerland
July 23 rd to 28 th 2003	UN meetings in New York - Marc Furrer et Daniel Stauffacher
Sept. 15 th to 26 th 2003	PrepCom 3 – Geneva
Septembre 20&21 st 2003	Glion 2 Workshop: brainstorming and action plan on content and promotion of the WSIS
Octobre 15 th 2003	Nomination of Adolf Ogi as special adviser for Swiss government
November 2 nd to 4 th 2003	UN meetings in New York - MM. Furrer, A. Ogi and D. Stauffacher
November 10 th to 14 th 2003	PrepCom 3 bis – Geneva, + additional meetings on 5 th , 6 th and 9 th December Final negotiations on the Declaration of Principles and Action Plan – chaired by M. Furrer for Switzerland

SOME EVENTS BEFORE AND DURING THE WSIS

October to December 2003	Public forums « Science et Cité » in Lausanne, Bern, Geneva
December 4 th to 7 th 2003	First events in « Ville de Lyon » and « City of Geneva » - World Summit of the Cities and Local Authorities
December 8 th & 9 th 2003	CERN Conference « The role of Science in the Information Society » -RSIS Cyberfestival of local content in Meyrin Forum
December 9 th 2003	Welcome ceremony hosted by Switzerland (speeches, live performances and cocktail for 4000 guests)
December 9 th & 10 th 2003	Infodev Symposium – co-organised by the Worldbank and Seco at Geneva Palexpo
December 9 th to 12 th 2003	World Electronic Media Forum at Geneva Palexpo
December 9 th to 13 th 2003	ICT4D platform : exhibition, forum, conference program at Geneva Palexpo
December 10 th 2003	Official opening of the WSIS at Geneva Palexpo by Mr. Kofi Annan
December 12 th 2003	Official closing of the WSIS and adoption of the Declaration of Principles and the Action Plan



B. THE SWISS EXECUTIVE SECRETARIAT (SES)

1. Role and mission of the host country delegated to SES

During 2001, Switzerland, as the host country, created an Executive Secretariat for the WSIS, the SES.

The mission of the SES includes :

- Diplomatic relations and intergovernmental preparation work in Geneva
- Logistics and planning of the WSIS 2003
- Point of contact of the host country on behalf of the Office Fédéral de la Communication (OFCOM), of the Department of Foreign Affairs (Département des Affaires Etrangères DFAE) and of the Department of Development and Cooperation (Direction du Développement et de la Coopération DDC)
- Support and assistance for the Executive Secretariat (WSIS-ES)
- Summit Events coordination and implementation
- Coordination of media relations
- Contacts with partners, participants and all stakeholders of the WSIS,

including diplomatic delegations at UN (Geneva and New York), the Canton, the City of Geneva, the UN, the ITU, the HLSOC, the governments and inter-governmental organisations, NGO's, the civil society and the private sector.

The SES acted as a “project manager” on all operational aspects of the WSIS, in charge of organization and logistics, coordination and implementation of various activities, including communication, sponsoring, security, protocole, planning of events, etc...

As from spring 2002, a professional congress organiser (PCO), the MCI Group, joined the SES team as a fully integrated partner to manage all logistics aspects of the WSIS as well as the overall budget allocated to implement the event.

2. Role and mission of the Delegate of the Swiss Council

The Ambassador Daniel Stauffacher, Delegate of the Swiss Council for Geneva 2003, participated actively in the acquisition of the project for Geneva already in 1999, in the concept development during 2000 and 2001 and managed the SES in 2002 and 2003 during the full implementation phase of WSIS.

In addition, he was also President of the Sub-Committee 1 (on regulations and procedures) and Vice President of the Prepcom Bureau. From January to June 2002, and from January to June 2004, he co-chaired the informal Bureau of Prepcom. He was member of the Steering group of Prepcom and President of the Logistics Steering Committee.

The 5 pillars of Daniel Stauffacher's action, in addition to negotiations and measures taken to win the project for Geneva, were :

- participating in the political and diplomatic process and mobilization
- mobilizing various international organizations as well as private sector
- proposing and implement the concept of the Summit Events
- coordinating and managing logistics, security and protocol
- optimizing communications through all media available

Daniel Stauffacher has issued various memos, strategic notes and project reports between 2001 and 2003: a synthesis of most documents is included in following pages to give an overview of the main actions and milestones. To coordinate all the operational aspects of the WSIS, a Logistics Steering Committee was created early 2003 under the responsibility of the SES. A team of professional individuals joined the SES at various stages of the project to form a core permanent team completed with specialists and dedicated consultants.

Daniel Stauffacher reported to the Swiss Executive Committee and its President, Marc Furrer, Director of Ofcom and Swiss State Secretary for the WSIS.



3. Synthesis of various memos and notes issued during the project by D. Stauffacher

A **strategic note** was issued on **July 30th 2001** defining the framework and the success factors of the WSIS project:

Key points of this note are mentioned hereafter as background information :

- objectives of the Summit must be clarified in terms of expected participation of governments, private sector and civil society representatives.
- bilateral contacts need to be established as soon as possible, as well as meetings with various organizations and partners. It is also recommended to take the opportunity to promote the WSIS in major events in order to mobilize people and energies around the WSIS. Contacts to be taken with the ICC and NGO's.
- initial dates proposed are from 8th to 10th Dec. 2003, or from 10th to 12th, or from 15th to 17th Dec.2003. WSIS should not be combined with Telecom 2003 as this professional exhibition has a different focus and a too technically driven audience. The first semester of 2003 would be a too short deadline and the beginning of 2004 is booked for the World Economic Forum (WEF).
- all synergies must be used whenever possible, as many international, regional and local initiatives are already scheduled around the theme of the WSIS : contacts to be taken with ICT Task Force, Dot Force, the E.U., OECD, Global Knowledge Partnership (GKP) and others.
- initial estimation of the number of visitors is approximately 2000 government representatives and 4000 members of international organizations, private sector, media, NGO's and civil society.
- block reservations in the main hotels of Geneva have been made by the Tourism Office and public transportation arrangements are made to give free access to the Geneva buses for all WSIS delegates during the WSIS.
- a cultural program should be proposed by the City of Geneva and/or the Canton during the week of the Summit
- to support the implication of the civil society the Canton of Geneva will contribute for 2,5 mio CHF and provide human resources through the Fondation du Devenir. This team will be integrated in the WSIS-ES.

Switzerland is concentrating its efforts and focusing its action on the following **15 success factors for the WSIS to be held in Geneva** :

1. A constant and effective support to the preparatory process, the PrepCom (under the lead of ITU).
2. Dates and venues to be selected ASAP.
3. An Executive Secretariat (WSIS-ES) to be set up and permanent relations with SES to be established.
4. A clear definition of Switzerland's expectations of the WSIS.
5. Utilization of all possible synergies with ongoing actions and initiatives related to the WSIS topics.
6. An optimal implication of civil society as well as of the less developed countries.
7. An active and open collaboration between all Swiss parties involved (confederation, canton, city).
8. A communications strategy on behalf of the host country, developed into a communications plan before and during the WSIS.
9. An information campaign to mobilize the various political and diplomatic networks (confederation, state secretaries, ministries, embassies, etc...).
10. An optimal and coordinated security set up.
11. Mastered logistics on the various sites (Palexpo, CICG, conference rooms, welcome, hotels, transportation, registration, etc...).
12. A winning concept for the sponsoring offer.
13. A cultural program during the WSIS week .
14. High level contacts and communication with the private sector to foster their involvement before and during the WSIS.
15. Fellowship options to support the participation of the less developed countries.



During 2002 and 2003, the Delegate of the Swiss Council issued various notes and project reports, including those of March 3rd 2002, April 5th 2002, May 20th 2002, October 24th 2002, December 3rd 2002, March 10th 2003 and August 14th 2003. These reports stated clearly the foreseen difficulties and obstacles that occurred in the WSIS organization.

Switzerland proved to be highly committed in the organization and in the outcome of the WSIS, far more than expected from a host country. Especially in the last weeks before the summit, Switzerland took the lead of the negotiations and discussions helping to reach a compromise accepted by the vast majority.

Through its force of proposition and concrete implementation, Switzerland also contributed effectively to the development of the WSIS concept and content: some examples are for instance the ICT4D platform – exhibition, conference program, forum of discussions- or the WEMF –a forum dedicated to the media with the participation of 800 global broadcasters, as well as the creation of an online community platform wsis-online.net that opened the WSIS to all Internet users.

More generally, the whole concept of the Summit Events – more than 300 conferences, debates, workshops, exhibitions, meetings- offered an open space for discussion and exchange in which all WSIS participants could contribute: governments, international organizations, NGO's, private sector businesses and civil society representatives.

Despite the unexpected high level of participation – more than doubled compared to estimates- the WSIS security, protocol and logistics were organized in an efficient manner. The early stage involvement of the PCO, the professionalism and high commitment of MCI considerably contributed to the best possible implementation of all operational aspects.

The communication of the WSIS started in 2002 with the medias and all the involved organizations. The host country web site, published in 4 languages, the various printed and online tools, such as the wsis-online.net web site created in 2003, and finally the media center built up at the heart of the event in Palexpo during the Summit, helped to increase the visibility of the WSIS.

The concrete presence and constant commitment of the civil society has been highly beneficial to the WSIS process and outcome. The private sector was less represented, probably because of a lack of interest for the political process or little understanding of the implications on day-to-day business.

Over a period of 3 years needed to prepare the WSIS, many new relationships were established and nurtured and the experience of the organization of such an event will remain unique for all those who participated in it.



4. Main structures and organizations set up before and during the WSIS.

Various management and control bodies were put in place such as :

The HLSOC: High Level Summit Organizing Committee

This committee was formed in order to coordinate the efforts and actions of the UN organizations and to supervise the work of the Executive Secretariat of the WSIS. Chaired by the Secretary-General of ITU, the HLSOC was composed of high level representatives of the UN organizations (FAO, AIEA, OACI, BIT, OIM, UIT, CNUCED, PNUD, PNUE, UNESCO, UNHCR, ONUDI, UPU, OMS, OMPI, OMM), the Directeur of WTO, the Executive Director of UNITAR, Executive Secretaries of regional economic commissions of the UN and the President of the World Bank.

Members of HLSOC:

Mr. Jacques Diouf, Director-General, FAO
Mr. Mohamed El Baradei, Director-General, IAEA
Mr. Taïeb Chérif, Secretary-General, ICAO
Mr. Juan Somavía, Director-General, ILO
Mr. Efthimos Mitropoulos, Secretary-General, IMO
Mr. José Antonio Ocampo, Under-Secretary-General for Economic and Social Affairs, UN
Mr. Rubens Ricupero, Secretary-General, UNCTAD
Mr. Mark Malloch Brown, Administrator, UNDP
Mr. Klaus Töpfer, Under-Secretary-General and Executive Director, UNEP
Mr. Koïchiro Matsuura, Director-General, UNESCO
Mr. Ruud Lubbers, High Commissioner, UNHCR
Mr. Carlos Magariños, Director-General, UNIDO
Mr. Thomas Leavey, Director-General, UPU
Mr. Lee Jong-wook, Director-General, WHO
Mr. Kamil Idris, Director-General, WIPO
Mr. Michel Jarraud, Secretary-General, WMO
Mr. Supachai Panitchpakdi, Director-General, WTO
Mr. James D. Wolfensohn, President, WB
Mr. K.Y. Amoako, Executive Secretary, ECA
Ms. B. Schmögnerová, Executive Secretary, UNECE

Mr. K. Hak-Su, Executive Secretary, ESCAP
Mr. José Luis Machinea, Executive Secretary, ECLAC
Ms M. Tallawy, Executive Secretary, ESCWA
Mr. M. Boisard, Executive Director, UNITAR
Mr. James T. Morris, Executive Director, WFP
Mr. Bertrand Ramcharan, Acting High Commissioner for Human Rights, OHCHR
Ms Thorya Obaid, Executive Director, UNFPA
Rector Hans van Ginkel, UNU

The Swiss Executive Committee (Comité Directeur Exécutif Suisse)

M. Marc Furrer, Directeur, OFCOM
M. Christian Faessler, Ambassadeur, Mission CH, Genève
M. Peter Fischer, Directeur Suppléant, OFCOM
M. Walter Fust, Ambassadeur, Directeur DDC
M. Rober Hensler, Chancelier d'Etat, Canton de Genève
M. Erwin Hofer, Ambassadeur Chef DP III, DFAE (dès fév. 04 M. Ulrich Lehner)
M. Charles Kleiber, Secrétaire d'Etat, Directeur, Groupement de la science et de la recherche
M. Bruno Lurati, Directeur général Orgexpo
Mme Hanna Muralt-Müller, Vice-Chancelière de la Confédération
M. Frédéric Riehl, Vice-Directeur, Chef IR OFCOM
M. Daniel Stauffacher, Ambassadeur, Délégué du Conseil fédéral pour le SMSI
M. David Streiff, Directeur, Office fédéral de la culture
M. David Syz, Secrétaire d'Etat, Directeur SECO
M. Roger Tondeur, PDG de MCI
M. Richard Torriani, Chef de Projet, MCI

At various stages of the WSIS, dedicated special advisors were nominated such as Maurice Strong, Nitin Desai and Adolf Ogi. Their commitment strongly contributed to the final success of the event at the highest level.



To develop and implement the concept of the **Summit Events**, the 2 following committees were created :

1. HIGH LEVEL WSIS SUMMIT EVENTS COMMITTEE

Chairman: Adolf Ogi

Members:

Nicholas Negroponte
Adama Samassékou
Josè Marie Figueres
Queen Rania Al-Abdullah
Gisele Yitamben
Shashi Tharoor
Kim Sangwoo
Robert Cramer

2. WSIS SUMMIT EVENTS MANAGEMENT COMMITTEE

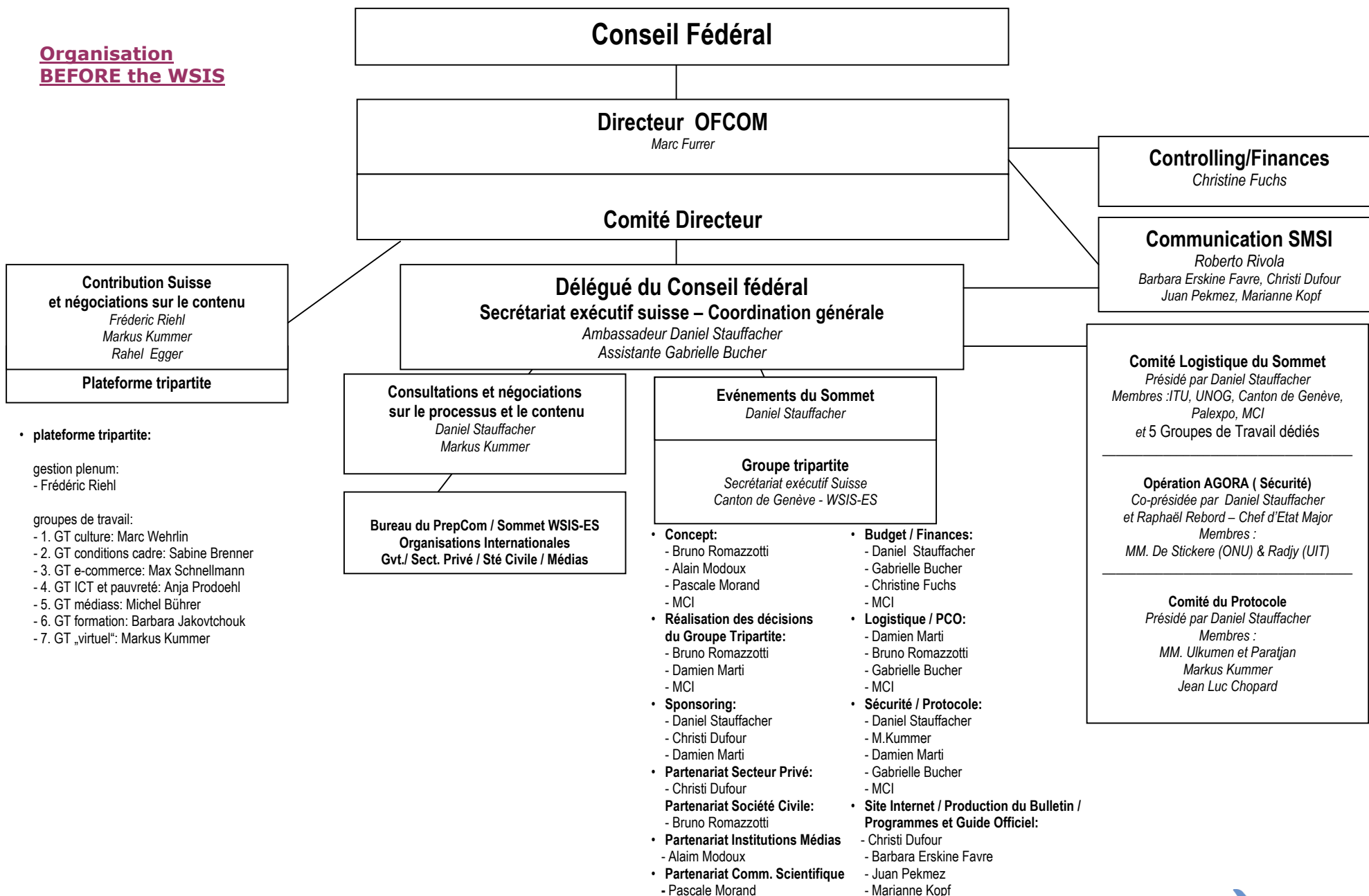
Chairman: Maurice Strong

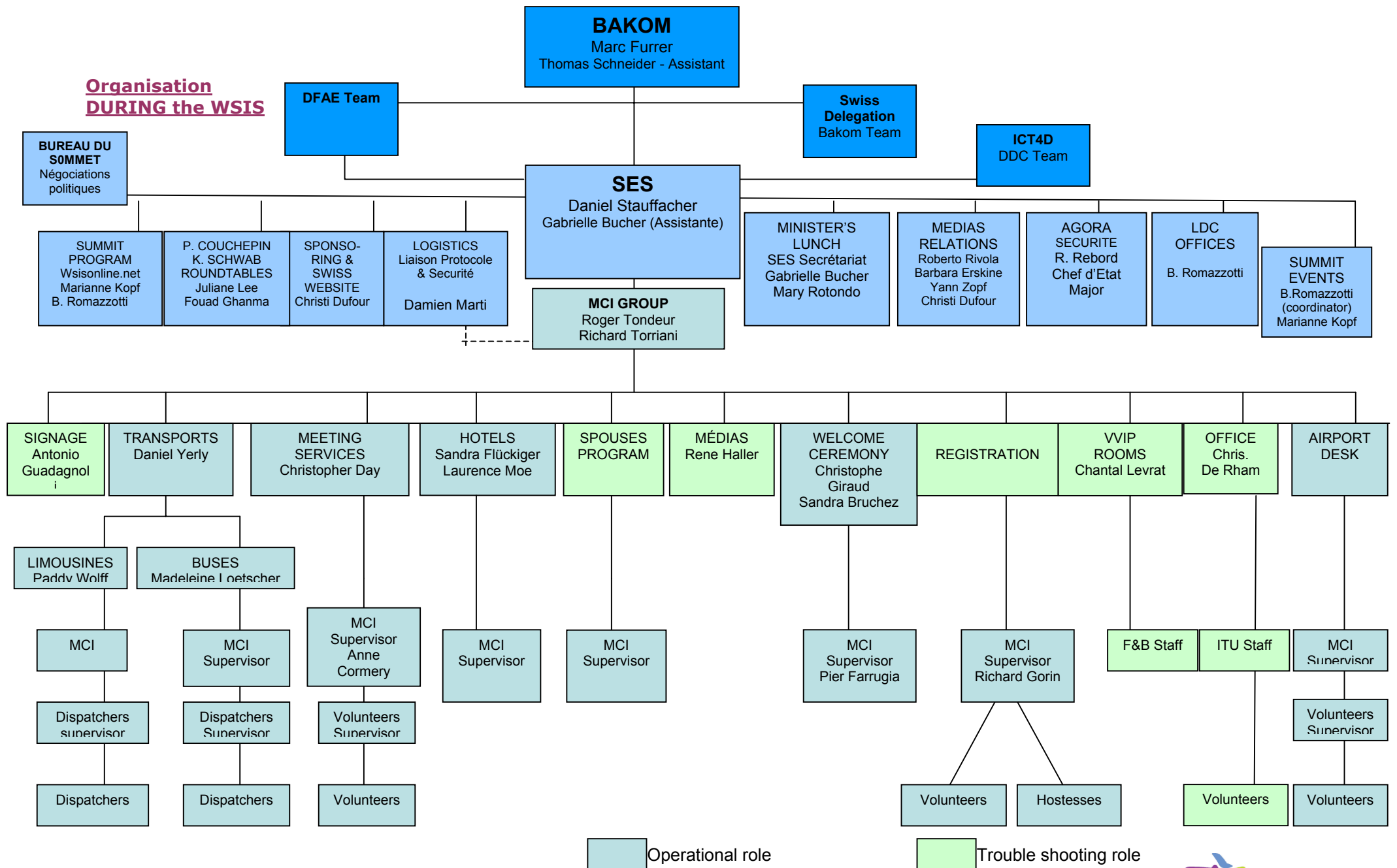
Members:

Nitin Desai
Pierre Gagne
Bruno Lanvin
Bertrand de la Chapelle
Rosa Delgado
Juan Rada
Therese Gastaut
Marc Furrer
Walter Fust
Daniel Stauffacher
Jean-Luc Chopard

Within the SES, Bruno Romazotti was coordinating all proposals and requests of event organizers, in order to submit them to the Summit Events Management Committee. Consistency and relevance of content and approach, in line with the themes and focus of the WSIS, were the main criteria of the final selection of Summit Events.

**Organisation
BEFORE the WSIS**





C. THE WSIS, A GENERAL REVIEW

In this section we concentrate on the various operational aspects of the WSIS.

The 15 following chapters do not necessarily follow the timeline of the project, as many activities were happening simultaneously or on an ongoing pace throughout the project period. Also we do not mention here the actions of the WSIS-ES or the UN. Our aim is mainly to describe the actions driven by the SES, in a « nutshell » approach and to propose some recommendations based on the lessons learned. Recommendations are formulated in section D.

1. Define: format, dates, sites, budget, structures, roles, responsibilities, expected participation
2. Plan: main phases of the WSIS project, actions and projections
3. Prepare: PrepCom & others preparatory meetings, themes and content, involved organizations
4. Mobilize: previous and ongoing initiatives, multi-stakeholders, specific real and online communities and groups
5. Recruit: permanent team, consultants, PCO, volunteers
6. Develop: The Summits Events, the wsis-online.net platform, the workshops
7. Finance: budget, fellowships, fundraising and sponsoring
8. Communicate: communications strategy and action plan, visual identity, multimedia and press relations
9. Host: hotels, Geneva Palexpo, CICG, transportation, City of Geneva
10. Secure: Agora Operation, preparation, set up and implementation
11. Program: scheduling official and Summit Events
12. Manage & coordinate: teams, budgets, priorities
13. Organise: logistics, sites management, social events
14. Document: TV, printed material, web sites, photos and videos, Official Guide of the WSIS
15. Evaluate: reports, media coverage, participation

1. Define : format, dates, sites, budget, structures, roles, responsibilities, expected participation

The **political objectives**, the **main stakeholders**, their roles and responsibilities in the organization of the WSIS were defined in 1998, during the Minneapolis Conference in June 2001, through the official announcement of the ITU and finally at the General Assembly of the UN in December 2001 and December 2002.

The **format of the WSIS in 2 phases** (Geneva in 2003-Tunis in 2005) shows the will of the organizers to orchestrate the main steps (preparation, declaration and action plan), giving room to concrete implementation and true involvement of all parties and offering a possibility for a better follow up after 2005. The risk though may be that some decisions around sensitive topics would be postponed to the second phase, thus leading to less tangible results in 2003.

The **dates of the WSIS** are also a key factor in both project development and organization of the event. Many recommendations were formulated to take into account the political agendas of the various parties involved. Finally, the period from 9th to 12th December 2003 seemed the best option, although tricky because of the other important events happening around that same period, such as the Swiss elections and a European Summit.

Geneva Palexpo as the main venue proved to be a wise decision, as the site offered the appropriate space and flexibility, enabling a concentration of all WSIS related activities in one spot. **Other Geneva sites** were used, such as the CICC, the Club de la Presse and the Palais des Nations (UN site) for various preparatory meetings, conferences and forums.

Although roles and **responsibilities** were defined in various documents, the WSIS has suffered in its start up phase from a too slow implementation or a lack of commitment of some **organizational structures and governing bodies** (ITU, UN, WSIS-ES and PrepCom Presidency). Such an unclear setup contributed to a blurred image and even some misunderstandings, in particular for the private sector, but also for some of the implementation teams who joined in at various stages of the project. It is crucial to clarify and to communicate, as from the start and throughout the development of the project, all organization charts, showing both reporting relations and operational links between the parties.

Defining a budget of such an event 3 years in advance is a true challenge, especially considering the fact that this summit was a « première » with no similar event to draw experience from. The initial financial resources provided by Switzerland, the Canton of Geneva, Japan and Canada, enabled a rough estimate, but it was foreseeable that this preliminary budget would have to evolve. In the definition phase of such a project the budget responsibilities need to be clearly stated to avoid later unnecessary discussions and unfruitful negotiations.

Concerning **logistics**, Switzerland had chosen a Professional Congress Organizer already in 2001 : the MCI group had a large experience of event management and provided from the start the appropriate advice, while at the same time setting up a « master plan » to coordinate, implement and control all aspects of the organization including budget.

The **participation** initially estimated at 6500 people reached finally more than 12000 participants, putting pressure on both master plan and budget (more personnel needed, major changes in the site set up, security issues, delegates documentation, catering and transportations issues, etc...)

1. Define (continued) : topics, concepts and themes, success factors...

How openness and diversity as prerequisites can impact both concept development and implementation

The **core topic** itself, i.e; the **Information Society** (I.S.), when selected by the U.N. in 1998 in Minneapolis, seemed to be inspired by the promising trends in Information and Communication Technologies (ICT) ; these suffered from a crisis at the end of 2000, with a state close to collapse during 2001. The ITU, the UN agency in charge of the organization of the WSIS was naturally orienting the concept of the WSIS towards the technological side of the I.S. focusing on equipment and infrastructures. But the Information Society has an impact on day to day life with topics such as human rights, free expression, cultural diversity, education, health and sciences, not to forget the digital divide between north and south. It is as much about technology as about content, and therefore the overall concept of the WSIS had to take this vast scope into consideration. Such a great diversity brought richness to the debates while at the same time making it difficult to clearly position the WSIS in terms of communication to the general public and the press.

The decision to involve civil society and private sector in the very beginning of the project and in all the preparatory process, led to a new way of working and to a pioneering concept ; of course it made the exercise more complex but it proved to be an efficient approach that translates in the content and final consensus on the Declaration of Principles and the Plan of Action both approved at the end. The creation of a Civil Society Bureau integrated in the operational structure from the start enabled an more open discussion and constant contacts.

The **involvement of the media** as a true partner and not only as an information channel brought into the discussions all the content related aspects as well as the human rights issues, and topics such as the free access to information for all, the freedom of press, etc... These themes built into the concept of the WSIS were also success factors for the summit.

The proposal submitted by Switzerland to offer an open platform for exchange and discussion through the so called "**Summit Events**" has strongly contributed to the success of the WSIS and to its increased participation. This multi-stakeholder approach enabled concrete projects to be showcased, forged new partnerships and nurtured the official debates with input from the field. Initially planned as an open Forum, the "side events concept" evolved after the Coppet Workshop(1) into a series of inter-connected events. Finally, more than 300 "Summit Events" were proposed during the week of the WSIS to all delegates, one of them being open to the public. In Geneva Palexpo the 2 major Summit Events were the ICT4D platform (exhibition, conference program, workshops and meetings) and the WEMF- World Electronic Media Forum, with a conference program gathering more than 800 professionals from the media and global broadcasters, both private and public TV and radio channels.

Due to the large variety of topics and formats, the Summit Events were difficult to categorize. Many lists of categories and themes were established (see also Nitin Desai's list in annexe 3), but the best tool to find your way in this mass of information was the "Events Search" engine proposed in the wsis-online.net web site.

(1)The Coppet Workshop :

On December 5th and 6th 2001, the SES organized a workshop in Coppet, Switzerland, to brainstorm around the concept development of the WSIS. The objectives were to identify the main topics and themes and to make concrete recommendations on the implementation and promotion of the WSIS. Thus operational aspects but also key messages and content were discussed and a concept called "A Networked Series of Events" was drafted. See on the SES web site : [Coppet Workshop Report](#)

DEFINING the shape and scope of such a project spans over a period of few years ; therefore it is crucial to handle this phase carefully and to document it regularly. The heart of any event being its topic, the core theme has to fulfill the participants expectations at the date of happening. A clear concept needs to be defined as soon as possible and communicated consistently, with the possibility to evolve over time and to integrate all the operational constraints in its final implementation.

2. Plan : main phases of the WSIS project, actions and projections

The project can be split into **5 main phases**, defined in terms of objectives and actions already in June 2001:

- | | |
|-------------------------------------|-----------------------|
| 1. August 2001 to February 2002 : | Planning period |
| 2. March 2002 to December 2002 : | Preparation period |
| 3. January 2003 to October 2003 : | Implementation period |
| 4. November 2003 to December 2003 : | Production period |
| 5. January 2004 to June 2004 : | Evaluation period |

Along these 5 periods, the means and human resources were provided and evolved according to needs ; implementation and reporting took place at an increased pace as the project was reaching its peak in the implementation period.

Hereafter, a short-list of some main actions in each period (abstracts):

Planning period - August 2001 to February 2002

Dates, venues, SES organization, project plan for PCO, master-plan for logistics, budget estimates, pre-booking for hotels and transportation, communications concept development, host country web site implementation, cultural program initial contacts, volunteers services estimates, legal and contractual aspects.

Preparation period - March 2002 to December 2002

Close cooperation with ITU and others UN related organizations, discussions and negotiations with various partners, working groups implementation, recruitment

plan for SES, updating of budgets, confirmation of venues and initial draft of space utilization at Geneva Palexpo, cultural program confirmation, intense cooperation with City and Canton of Geneva, communication plan and budget, sponsoring concept and launch.

Implementation period - January 2003 to October 2003

Day to day cooperation with all partners involved, Summits Events concept finalized and specific communication plan implemented, official program of WSIS, updating of master-plan and budgets, recruitment in SES and volunteers, security set up definition and implementation, transportation and other logistic issues.

Production Period - November 2003 to December 2003

Official opening and welcome ceremony, day to day event management, protocol, social events, media briefings, VVIP welcome, detailed program and space utilization, registration, official guide production, various web sites and community platform implementation.

Evaluation period – January 2004 to June 2004

Human resources management at SES, reports issued by personnel and by the Delegate, costs/budget reporting, closing of SES office, closing of budgets. Support to political and diplomatic process, operational advisory for Tunis 2005, commitment of Switzerland for Phase 2.

The PLANNING phase of such a project is crucial as it helps to foresee the bottlenecks in the overall organization, it enables to set priorities, to orchestrate the recruitment in line with the growing workload, to develop various scenarios of participation and consequently of logistics and security. Workflow charts, a general project plan in addition to an operational master-plan and a constantly revised budget are some of the project management tools that may facilitate the sharing of information with the teams all along the project development.

3. Prepare : PrepCom and other preparatory meetings, themes and content, involved organizations

The aim of Switzerland has always been to propose an environment in which open discussion is facilitated and all parties are involved in the dialogue. As from 2001, official and informal preparation activities were conducted in that spirit.

Diplomatic preparation

It started in Autumn 2001 with informal consultations and information sessions with permanent delegations in Geneva and in New York, under the lead of both host countries, Switzerland and Tunisia. Meetings were also held to mobilize the delegations in order to prepare the General Assembly resolution, to prepare the first PrepCom in July 2002 and to draft working agendas for the upcoming PrepComs.

The commitment and involvement of the SES at the various diplomatic and political levels has been constant until the WSIS was held in Geneva in December 2003. No doubt that this approach has strongly contributed to the final approval, by the 176 countries present in Geneva, of the Declaration of Principles and the Plan of Action. In the last mile of the preparation phase, the Member States delegated Switzerland, represented by Marc Furrer, Director of Ofcom, to take the lead of the negotiations.

Organizations involved in the preparation of the WSIS

Two dedicated structures were set up at the end of 2001: the SES (Swiss Executive Secretariat, reporting to the Swiss Executive Committee) and the WSIS-ES (Summit Executive Secretariat), in addition to the HLSOC (High Level Summit Organizing Committee) acting a general controlling body at UN level.

The **political process** was paved by **various preparatory meetings and regional conferences**, in which the SES and the WSIS-ES were also involved.

The **WSIS Preparatory Committee** held following meetings:

July 1 st to 5 th 2002	PrepCom 1 - Geneva
September 2002	PrepCom 1 bis – Informal - Geneva
February 17 th to 28 th 2003	PrepCom 2 - Geneva
July 15 th to 18 th 2003	Interim meeting - Paris (France),
September 15 th to 26 th 2003	PrepCom 3 - Geneva
November 10 th to 14 th 2003	PrepCom 3 bis – Geneva,
December 5 th , 6 th and 9 th 2003	specific negotiation sessions led by Switzerland in order to reach a consensus on final texts.

Regional Conferences supported this preparation work :

May 25 th to 30 th 2002	Africa - Bamako,
November 7 th to 9 th 2002	Pan European - Bucharest,
January 13 th to 15 th 2003	Asia Pacific - Tokyo,
January 20 th to 31 st 2003	Latin America and Caribbean - Bavaro
February 4 th to 6 th 2003	Middle East - Beyrouth
June 16 th to 18 th 2003	Ligue des Etats Arabes, Cairo (Egypt)

Themes and content issues

During PrepCom1, an initial list of themes was proposed. End of 2002, the following list was established: infrastructure for ICT, challenges of the Information Society, roles of stakeholders, building capacity, security issues, supporting a favorable environment, e-applications, cultural diversity. This list was updated during 2003. To learn more about the preparatory process of the WSIS:

<http://www.itu.int/wsisis/preparatory/>

PREPARING simultaneously the political process and the operational aspects is a challenge. Setting up an effective team within the SES, including MCI and dedicated working groups was important in this phase of the project. The 5 working groups –« accreditation, registration and services to the participants », « logistics », « medias », « protocol » and « security » started their activities in February 2003, under the guidance of the Logistics Steering Committee. The master-plan established by MCI was the main tool helping to coordinate all actions.

4. Mobilize : previous and ongoing initiatives, multi-stakeholders, real and online communities and groups

The core topic of the WSIS, the Information Society, was already on the agenda of various groups and organizations, such as the U.N., the ICT Task Force, the UNESCO, the G8 Dot Force, as well as the « Digital Divide » division of the World Economic Forum (WEF). The I.S. was also discussed in various working groups of the European Commission, at the OECD, and at DDC and GKP (Global Knowledge Partnership), as well as in multiple local and regional instances and within the civil society.

The scientific, technical and academic communities had also the ICT on their agenda and the WSIS was for all these groups a unique opportunity to exchange and share experience. The role of science and its place in the final Declaration of Principles was important, as was content for the private and public media and broadcasters.

It was essential to mobilize all energies around the WSIS and to use all possible synergies to make this summit a shared success. Therefore many Swiss representatives made presentations (at UN, New York in 2001 and Johannesburg in 2002), organized information sessions (October 2001) and meetings with the permanent delegations in Geneva (January 2002).

The Delegate of the Swiss Council and the Director of Ofcom multiplied their efforts to inform, mobilize, associate, propose project synergies, forge partnerships, coordinate actions and schedules. They were supported in this approach by two consultants who joined the SES in 2002 and 2003 to focus on the scientific community and on the relationship with the international medias and content producers.

The private sector was more difficult to mobilize, despite various project presentations and direct contact at top management level with major international groups, including businesses in touch with the ICC and the WEF.

On the web, many internet sites were already providing information and proposing discussion groups around the Information Society. Various contacts were initiated with project leaders, such as the ICC for “Virtual WSIS” or with Open WSIS organization. The community platform wsis-online.net, proposed and financed by Switzerland, helped to integrate some of these initiatives by offering an open space for information and communication about the WSIS on the web.

A roundtable was organized in Lugano from 14th to 16th March 2003 by the Swiss Commission for UNESCO : more than 60 experts and specialists from 7 international and professional organizations, as well as the Swiss-Italian University, some North and South Commissions of UNESCO and representatives from Swiss businesses actively participated in this event. Theme focused working groups were concentrating for instance on audiovisual archiving, on libraries, on education, science and journalism, just to mention a few. (Full report on demand)

MOBILIZING people and organizations and trying to make optimal use of synergies is very time consuming and results can hardly be measured in concrete terms. It is nevertheless essential to know the various stakeholders, to have a full understanding of the scope and diversity of their activities and their ways of working. Clearly identifying the parties and their various networks is also important and becomes part of the day to day work of the project leaders.

5. Recruit : permanent teams, consultants, PCO, volunteers

The SES team

A number of professionals formed the SES team and worked on the various phases of the preparation, implementation and production of the WSIS held in Geneva in December 2003. The PCO was integrated in this team from the start and took over the logistics and the budget of the event.

The team members during the WSIS were following :

Ambassador Daniel Stauffacher, Delegate of the Swiss Council for the WSIS
Mme Gabrielle Bucher, assistant to D. Stauffacher, office manager of the SES, in charge of VIP welcome, contact person for security and protocol, City and Canton of Geneva contacts.

Mme Mary Rotondo, office assistant at SES

Mme Christi Dufour, responsible for sponsoring, partnerships, communication and visual identity, host country web site

Mme Barbara Erskine Favre, international PR and medis relations

Mle Marianne Kopf, responsible for Summit Events communications, production of the printed Official Guide, concept and content development of wsis-online.net

Mme Julianne Lee, Coordinator UNICT Task Force, Roundtable of Dec. 9th 2003 (Pascal Couchepin – Klaus Schwab)

M. Fouad Ghanma, Assistant for roundtables, HLSEC, SEMC

M. Damien Marti, responsible for sponsoring and logistics

M. Alain Modoux, consultant, international media relations and content producers

Mme Pascale Morand, consultant, science community

M. Juan Pekmez, copywriter, editor of the Bulletin SES-WSIS

M. Roberto Rivola, OFCOM Communications, swiss media relations

M. Bruno Romazzotti, coordination of the Summit Events logistics

M. Roger Tondeur, CEO, MCI Group

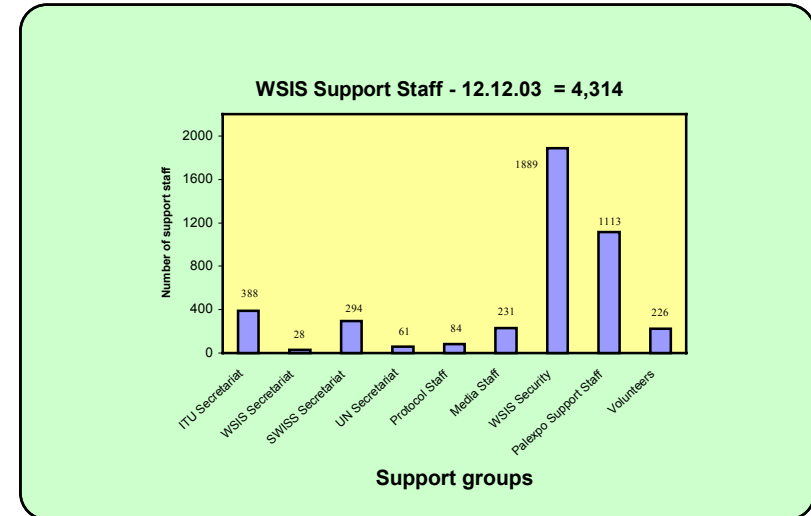
M. Richard Torriani, Project manager, MCI Group

Mme Hilary Bowker, Consultant, moderator of the Coppet workshop and Master of Ceremony for the welcome reception hosted by Switzerland on Dec 9th 2003

M. Bertrand de la Chapelle, OpenWSIS Initiative

The core team of the SES counted 5 to 10 people depending on the phase of the project ; various consultants and freelancers joined as the need occurred.

The support staff involved in the WSIS



Considering the staff at the UN, the ITU, the WSIS-ES, the SES as well as various ad hoc consultants, PCO and Palexpo personnel, the WSIS employed over 4000 people, including some 230 volunteers of ICV.

(<http://www.icvolunteers.org>). The number of SES badges during the week of the summit reached 294. Such a sudden increase in personnel needed also administrative support to manage the human resources and implied an open management style driven by trust and delegation of responsibilities.

RECRUITING the right profiles and competencies at each step of the project is an important task and a true challenge. Personnel with a variety of cultures and ways of working in diversified organizations or as freelancers need a common platform of communication and constant updates on the project. The workload increase towards the production phase generated stress to all individuals, thus demanding autonomy, flexibility, creativity, high energy levels and the ability to cope with uncertainty (inherent to the political process going on at the same time).

6. Develop : the Summit Events, the wsis-online.net platform, the workshops

In order to broaden the scope of the political summit, a concept known as « the Coppet flower » (see annexe) was defined and finetuned step by step by the host country. Finally called the Summit Events, the idea was to propose an open platform of exchange and discussion to all involved stakeholders, through a whole range of conferences, workshops, exhibitions and events organized around the applications of the Information Society and around the Digital Divide. In February 2003, a call for proposal was issued to many organizations and networks of contacts, leading to an initial list of 120 events suggested by governments, international organizations, NGO's, the civil society and the private sector.

The SES provided the framework and coordinated planning, logistics and communications for the **Summit Events**. The original concept was based on a spontaneous and open offering, letting propositions to form by themselves without too strict requirements (see concept memo by B. Romazotti July 2002). This approach enabled an equal treatment of all proposals, from small groups or major organizations and guaranteed a large variety of topics. The SES did not want to pre-define a program in which events had to fit in, but facilitate openness and sharing of field experience. It resulted in a richness and diversity that made the positioning and the communication of the Summit Events more difficult. With more than 300 events in a week, some confusion and information overload was generated, and the search for clarification through the definition of "event categories" a few days before the WSIS just came too late to be efficient.

Switzerland also initiated and financed the development and implementation of an **online community platform, wsis-online.net**. (50000 FCH/Ofcom-SES + 100000 FCH DDC/GKP). More than a web site, www.wsis-online.net was developed to be a networking tool and to open the WSIS to the general public. It also served following purpose for the participants:

- search and find precise information on all the Summit Events, on the organizations involved and registered, on all the projects presented.
- participate in forums and online discussions around certain themes (implementation done by each event organizer)
- get a focal point and a list of links to many related web sites (IC4TD and WEMF web sites were fully integrated in the platform during the WSIS)

During its launching phase, from October 13th to end of November 2003, this platform was mainly used as an information channel, describing all the events in various languages, updating the program day by day, providing links to other sites, publishing press releases and providing an events search engine.

During the WSIS the platform was constantly updated in real time, provided video interviews of participants and served as the content database for the WSIS official program shown onsite on large displays in all aisles of Geneva Palexpo.

The section « Event Highlights » visible from the home page enabled a real time day by day promotion of key events, both recent and upcoming, completed with links to event pages and press releases. A section for the civil society, visible on the sites homepage, was created and managed by their team independently.

After the WSIS, the wsis-online.net platform stayed online and continued to be updated in the framework of a Swiss-law based association in which Daniel Stauffacher is an active member. It contributes now to host discussions, to inform about 2003 actions and projects follow up and to help plan Tunis 2005. The civil society section also continues to be active.

On September 20th and 21st 2003, a **workshop** took place in Glion under the name« **Glion 2** » : its purpose was to finetune the promotion of the WSIS and the Summit Events and to evaluate priorities in the fields of logistics and security. See annexe 5 – report of this workshop

6. Develop (continued) : the Summit Events (some examples supported by the host country)

In collaboration with the DDC, the concept of a « market place » focusing on ICT for Development, a.k.a. **IC4TD platform** was developed. More than 16000 m² in Hall 4 were dedicated to ICT4D exhibition space (265 exhibitors present), combined with a conference and workshop program (145 conferences in 5 days) and project presentations (more than 360 projects promoted also in [wsis-online.net](http://www.wsis-online.net) web pages). ICT4D registered 38000 visitors during the week of the WSIS, being also the only event open to the public. Its presence next to the hall where the political summit was held, enabled many delegates to visit it. The operational implementation and communication of ICT4D was handled by Otto Frei AG who coordinated actions with other working groups and organizations, with MCI and SES, including an own security set up. Visit: <http://www.ict-4d.org>.

Initiated by Switzerland in collaboration with the EBU and UN/DPI, the concept of the **World Electronic Media Forum (WEMF)** resulted into a successful event gathering more than 800 participants from all medias, printed press, TV and radio, private and public sectors, broadcasters and content producers. Through the WEMF, the media were a very active partner of the WSIS to which they contributed with their own insights and vision of the Information Society. To learn more about the WEMF or read their final report visit: <http://www.wemfmedia.org>

The scientific community was well represented and, in addition to a stand in ICT4D platform, organized on 8th and 9th December 2003 in CERN facilities, jointly with the **CERN, ICSU, TWAS and UNESCO** a two days conference on the “**Role of Science in the Information Society –RSIS**”. These debates also enriched the final declaration of principles and plan of action of the political summit. To learn more, visit: <http://cern.ch/rsis>.

DEVELOPING events and activities in addition to the political summit was a « première » and it proved to be a good idea. Not being able to draw on previous experience in a similar framework the set up was surely perfectible, but the overall feedback from participants was extremely positive. The Summit Events offered an open platform for all stakeholders present, enriched the official debates and helped forging new partnerships while supporting concrete projects. Between December 8th and 13th 2003, more than 300 events were organized. To learn more about the Summit Events, visit: <http://www.wsis-online.net/event/>

Seco, the Swiss State Secretariat for Economic Affairs, in cooperation with the World Bank organized its annual **InfoDev Symposium** during the WSIS. To learn more, visit: <http://www.seco.admin.ch>

A major high level conference called « **Building Knowledge Societies-from vision to action** » was organized by UNESCO with the support of Ofcom ; it gathered Heads of States and governments, Nobel Prize winners, business leaders and artists on December 9th 2003. It was followed by a series of workshops and information sessions. To learn more, visit : <http://portal.unesco.org>.

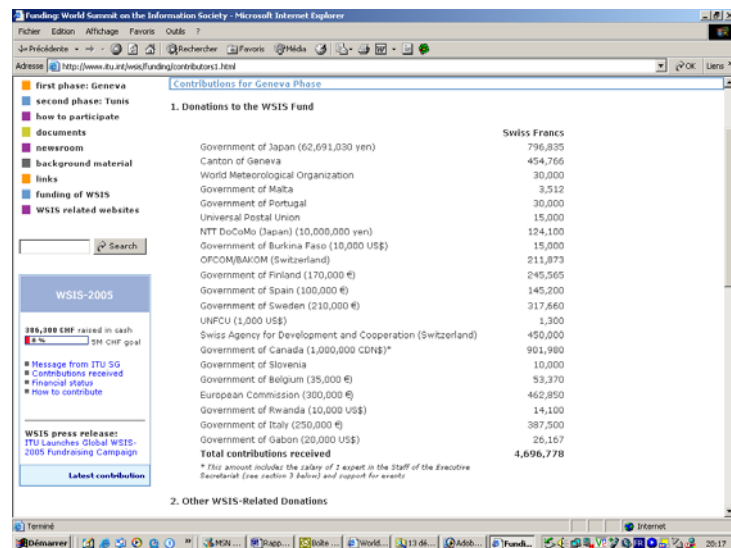
On December 8th, the Cyberfestival at the Forum de Meyrin proposed live performances and a conference program around the theme of local content and cultural diversity. To learn more, visit: <http://www.cyberfestival.net>.

Last but not least, the Federal Office for Culture proposed a cultural new media inspired event called **Helloworld**. Launched during the welcome ceremony by the artist Johannes Gees and the Swiss President, Pascal Couchepin, Helloworld was an interactive installation set up from December 9th to 12th 2003 on four different sites, i.e. on the building of Air India in Mumbai, the Morro dos Irmaos in Rio, the famous fountain of the Lake of Geneva and on the building of the U.N in New York. It consisted of real time laser projections of mobile phone and e-mail messages received from all over the world in more than 6 languages ; these messages were simultaneously shown in the main venue of the WSIS at Geneva Palexpo.

7. Finance : budget, fellowships, fundraising and sponsoring

1. At the UN/WSIS-ES level :

A specific web page about fundraising is published on the internet web site of the WSIS-ES. Donations amounted to a total of FCH 4.696.778. To learn more, visit: <http://www.itu.int/wsis/funding/contributors1.html>



1. Donations to the WSIS Fund	
	Swiss Francs
Government of Japan (62,691,030 yen)	796,835
Canton of Geneva	454,766
World Meteorological Organization	30,000
Government of Malta	3,512
Government of Portugal	30,000
Universal Postal Union	15,000
NTT DoCoMo (Japan) (10,000,000 yen)	124,100
Government of Burkina Faso (10,000 US\$)	15,000
OPCOM/BAKOM (Switzerland)	211,873
Government of Finland (170,000 €)	245,565
Government of Spain (100,000 €)	145,200
Government of Sweden (210,000 €)	317,660
UNFCU (1,000 US\$)	1,300
Swiss Agency for Development and Cooperation (Switzerland)	450,000
Government of Canada (1,000,000 CAD\$)*	901,980
Government of Slovenia	10,000
Government of Belgium (35,000 €)	53,370
European Commission (300,000 €)	462,850
Government of Rwanda (10,000 US\$)	14,100
Government of Italy (250,000 €)	387,500
Government of Gabon (20,000 US\$)	26,167
Total contributions received	4,696,778

* This amount includes the salary of 1 expert in the Staff of the Executive Secretariat (see section 3 below) and support for events

2. At the level of the SES and the host country

The SES was responsible for budget forecasts and management, as well as for the definition and implementation of a sponsoring concept and action plan. The SES issued many presentation documents offering a variety of sponsoring packages to selected contacts from the private sector.

Initial budget estimates of the host country

While applying for the hosting of the WSIS in Geneva, the **Swiss Council** had planned to allocate 10,3 MFCH for preparation and implementation activities, to which 5 MFCH were added for the security of the event.

The **Canton of Geneva** has offered 5 MFCH to finance the operational costs of the civil society division integrated in the WSIS-ES, as well as free of charge transportation of all delegates, and a contribution to the costs of various social events, luncheons and dinners and gifts for VIP's and officials before and during the summit.

The **City of Geneva** contributed for approximately 0,5 MFCH to finance various receptions and meetings during the preparation phase, in addition to their support to some of the Summit Events such as the Forum for Indigenous People and the "Cities and Local Authorities in the Information Society" event in Lyon organized the week before the WSIS.

The **Swiss Agency for Development**, the DDC financed a fellowship program of 1 MFCH to facilitate the participation of less developed countries at the PrepCom meetings and at the WSIS. This fund was coordinated and distributed by ITU to 58 participants in preparation meetings and 18 government representatives attending the WSIS. The DDC also co-financed wsis-online.net platform.

Regarding **sponsoring**, the concept and a list of attractive packages were defined between October 2002 and February 2003. In March and April 2003, a database of contacts and a detailed sponsoring offer was formulated. A mailing was sent to more than 300 companies in May 2003. In total, sponsorships contributed either in financial support or services for approximately 1 MFCH. (see details on sponsors and contributions from partners in annexe 5).

The FINANCING of a project like WSIS is quite complex, budget planning and management is a heavy exercise. The various organizations involved have different budgeting approaches and managing methods that all need to be understood and coordinated. A provision to cover unexpected expenses due to the evolution of the project also has to be planned in an early stage.

8. Communicate : communication strategy and action plan, visual identity, multimedia and press relations

An **initial and official communication strategy** was developed by the ITU in March 2002, concentrating the messages on the role of ITU/UN and on the benefits of an inclusive Information Society, open and beneficial to all. The positioning of the WSIS was underlining the opportunity it offered to member states and participants to initiate partnerships with development agencies, with private sector and other stakeholders of the ICT's, in order to create a common vision and a shared understanding of the digital divide. This communication strategy was consistently implemented by ITU through press releases, media briefings, content production in the official web pages at www.itu.int/wsis, in CD-ROMs and brochures.

As from 2002, the **SES focused its communication** on the role and actions of Switzerland mainly through international and local media relations, the production of various documents, newsletters, bulletins and leaflets, and through the content development of the host country web pages at <http://www.wsisgeneva2003.org>.

In March 2003 a more detailed communication strategy and action plan focusing on the Geneva 2003 phase was established by the SES, profiling the WSIS as a pioneering and unique UN summit with a multi-stakeholder and open platform approach, integrating civil society and private sector as well as media in its process, in addition to governments, international organizations and NGO's.

After a thorough consultation of various design agencies, the SES proposed a **visual identity for the WSIS**, implemented consistently by the various partners according to design guidelines for stationery, signage, flags, etc...The overall signage during the summit on the Geneva Palexpo site and in the City showed therefore a consistent image easy to identify by all audiences. Adaptations in style and usage of the logo were proposed to the main event organizers such as the WEMF and the ICT4D platform. Switzerland holds the copyright of the WSIS logo which will also be used for Tunis 2005.

On the **press relations** front, SES, OFCOM, ITU, UNDPI and WSIS-ES joined forces to provide appropriate and tailored information to all media before and during the WSIS. Many interviews were organized and a media center was built inside the Geneva Palexpo facilities : 5 media relations specialists and over 50 volunteers were running this media center during the WSIS providing a working space and information to more than 970 journalists from international and local media. Swiss daily newspapers such as Le Temps, La Tribune de Genève, Neue Zürcher Zeitung or Tagesanzeiger allocated full sections to the WSIS on a regular basis. See media coverage on SES web site at: http://www.wsisgeneva2003.org/home_f.html

As from June 2003, a **specific communication plan** was established to promote and profile the **Summit Events**. The community platform of wsis-online.net was used as a main media and information channel, demonstrating how ICT can serve the purpose of open and real time information. A section "Event Highlights" visible on the home page offered latest information updates in a nutshell and a Summit Events search engine helped the user to find his/her way in the extensive amount of content generated by over 300 events and projects. During the WSIS, a series of interviews were broadcast as online video clips.

In September 2003, during PrepCom 3, a leaflet introducing the concept and main themes of the Summit Events was distributed to all participants and a press conference presented some of the key events in October to the Swiss and international press. Many links between related web sites and last but not least the printed Official Guide of the WSIS further described the Summit Events and promoted this multi-stakeholders approach.

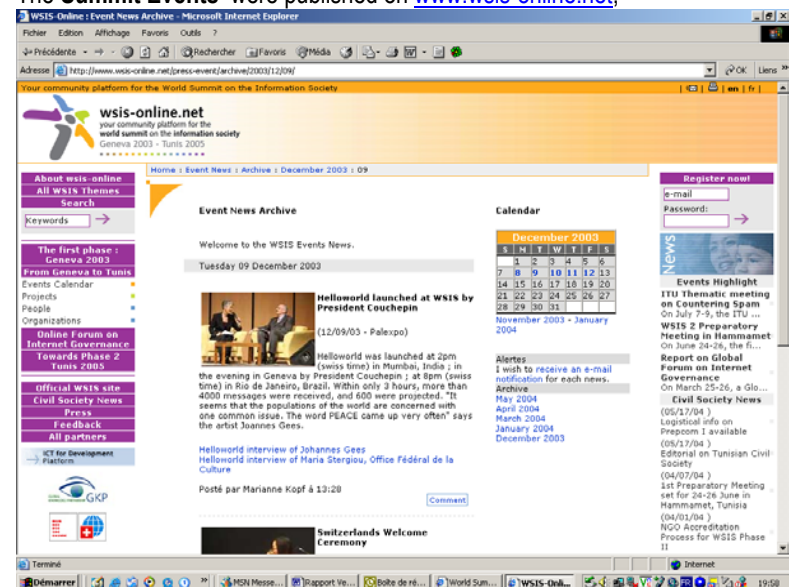


The host country web site at <http://www.wsisgeneva2003.org> was developed in two steps : between August 2002 and August 2003 it served the purpose of a focal information point on the preparation process. The site was published in French, English, German and Spanish which generated a lot of production work. The Ofcom translation team was of great help. The main requirements of this site were not only speed and quality for large bandwidth users but also optimal service for slower internet connections. As from August 2003, the host country site served more as a support tool, as the day to day content was published on the www.wsis-online.net community platform which had more appropriate features to handle the large amount of content and the fast updates. After the WSIS the host country web site remains online for background information.

The SES registered already in April 2002 various domain names for the WSIS. Many links were created to the official WSIS site at : www.itu.int/wsisis .



The Summit Events were published on www.wsis-online.net,



9. Host: hotels, Geneva Palexpo, CICG, transportation, City of Geneva

Already in 2001, reservation options were booked in most hotels in Geneva as well at Geneva Palexpo, the site that seemed the most appropriate to host the WSIS in 2003. The CICG and the UN Palais des Nations were also booked and used for various preparatory meetings.

Over 80 hotels welcomed visitors and delegates of the WSIS in December 2003. A central reservation system and special price offer has been put in place by MCI who managed the bookings and changes by the delegates.

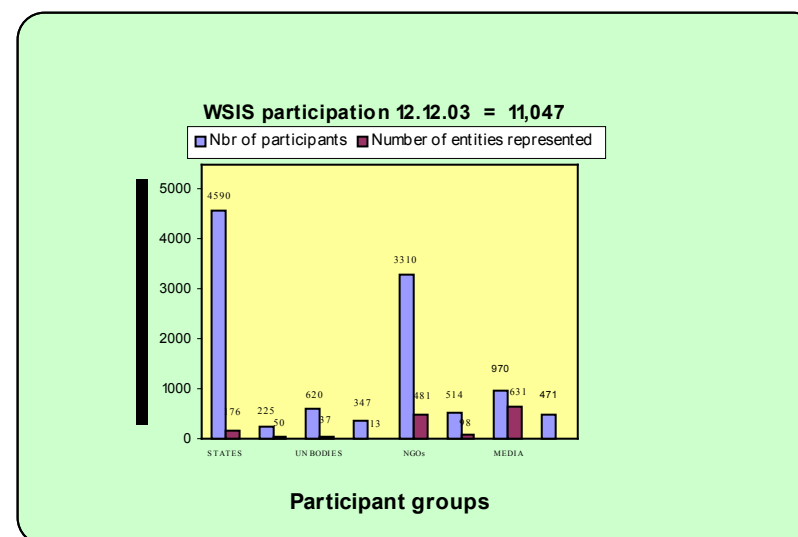
The TPG, public transports of Geneva, were free of charge during the WSIS for all registered delegates carrying a badge of the WSIS. Free shuttle transportation from and to the major hotels of the city was also available to participants of WSIS.

Contacts with **Geneva Palexpo** became regular as from Spring 2002. Following Halls were booked for the WSIS: Hall 1 for the political summit, halls 2 and 3 for the media center, the cybercafé, the Summit Events, including the WEMF at level 0 of the conference center, and hall 4 for the ICT4D platform, its conferences and exhibition area. Hall 7 served as the welcome and registration zone. The WSIS occupied about a hundred people from Geneva Palexpo and used 50000 m².

The WSIS has evolved considerably during its preparation and implementation phases, drifting away from the initial space estimates (initially only hall 1 was supposed to be used). The team of Palexpo has shown its professionalism and extreme flexibility, rearranging the calendar of other events, building additional rooms and working with MCI on all last minute needs (1000 IT connections, 17 km of audiovisual cable and 14 km of IT cabling, 10500 headsets for translation). The time pressure was high as another event was still going on in the halls a week before the WSIS.

One of the key elements of the organization of the WSIS was the security: various levels of access and registration had to be defined and managed, the flow of visitors, more than 38000 in total during the week, the peak of VVIP's and delegations on the opening day were some of the security challenges. Geneva

Palexpo was not the only site where WSIS delegates were present : they also participated in the CERN conference, in Cyberfestival in Meyrin and some events happened at the main train station or at the lake. The airport of Geneva was the point of welcome of most international delegations and needed a special security set up.



HOSTING a World Summit is of course an interesting operation for the country and the city from an image point of view, but it puts also a lot of pressure on the organizers. It has to be carefully planned in its operational aspects with the constant commitment of all parties and structures in charge, at all levels of the host country instances.

10. Secure : Agora operation, preparation, set up and implementation

The security scheme of the WSIS was developed and managed under the name **Agora Operation**, a joint organization composed of various Swiss police and army and security forces from the UN and the ITU. Crisis situation planning was handled under the name Osiris. Private security firms were also involved.

The initial preparation meetings about security were held in February 2002 : participants were security services of the UN, of ITU, project manager of MCI, representatives of the Swiss Council, of the Regional Army, the borders police forces, the people responsible for protocol and the Palexpo managers.

In April 2002, a first proposal developed 3 alternatives, based on various risk scenarios, and completed with a preliminary budget. The sites concerned were: the airport, Geneva Palexpo, the main hotels and residences listed by MCI, the City of Geneva and its close neighborhood. At this stage of the project, the level of participation was still unclear, regarding the number of visitors and the presence of Heads of States or governments and other VVIPs.

Various versions of the security action plan were studied before a final plan was approved in June 2003 (6 months are the normal timeline to book and mobilize military forces, 2 months for the police forces). After that, regular working sessions were held every two weeks with all the parties involved ; risk evaluations and security set up options were updated as new information was made available to the team of Agora. In the second half of 2003, the missions of Agora were extended, i.e. the forces in place had to also support the UN set up and to get more involved in the access control activities at Geneva Palexpo. Naturally, the budget initially estimated at 5 MFCH would approach the 7 MFCH at the end.

A general security briefing memo was distributed in November 2003 to all diplomatic delegations and protocol departments, in order to give them a clear overview of the security set up and ways of working. The final timeframe of the Agora intervention, from 9th to 12th December, was defined mid-November only, due to last minute agenda changes by UN and ITU.

UN security standards and procedures valid for all UN summits, concerning for instance escorts and personal protection levels, as well as UN delimitations and zoning in Geneva Palexpo were of course applied for the WSIS.

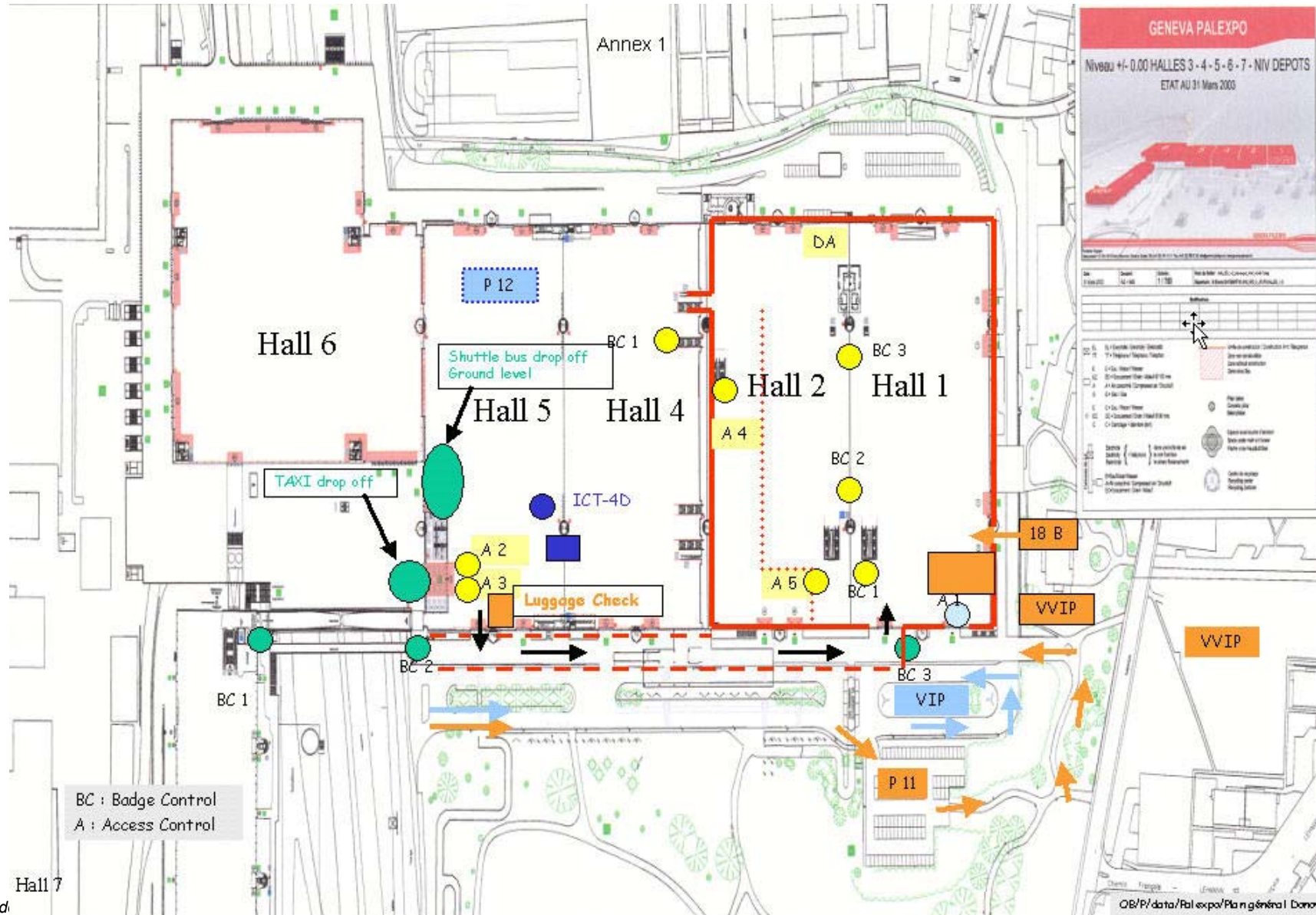
The main difficulties in the security set up were coming from a lack of clear structures : organization charts are crucial for police and military teams, as are the procedures and the lines of responsibilities. The ITU and other organizations involved did not necessarily have the same culture of security, resulting sometimes in misunderstandings. Also the WSIS being a "première" there was no common or shared experience of the partners such as ITU, UN, MCI and Geneva Palexpo, slowing down the communication processes.

During the WSIS, the simultaneous arrival of VVIPs in a very short timeframe was the main challenge for the Agora teams : on the opening day, 12000 accredited delegates had to be taken care of, including 54 Heads of States and governments, 663 NGOs, 113 representatives of the private sector, 46 of international organizations and 942 entities of the civil society.

The site of Geneva Palexpo was not designed for such demanding security measures ; thus the Agora teams had to carefully manage the access and accreditation levels, drive the flow of various visitors, taking also into consideration the protocol. All the teams involved, coordinated at the SES level, collaborated very effectively, despite their diversified organizations and origins. The site of Geneva Palexpo had to be adapted, new entrances/exits and aisles had to be constructed, also considering the fact that only the Hall 4 should be accessible for the general public. The security access control was handled by the army forces. A private security firm was handling these issues inside hall 4 for ICT4D.

To SECURE the WSIS, the Agora Operation was the optimal security set up, demonstrating flexibility and coordination. Also the perfect collaboration between the various Swiss entities at Canton and Council levels and the integration of the security teams and issues at the very early stage of the preparation of the WSIS proved to be essential. No major incident occurred during the WSIS and many diplomatic delegations acknowledged the excellent hosting and VVIP's welcome conditions provided by Switzerland for this summit.

Overview of the security map (source UN security) at Geneva Palexpo –working document



11. Program : scheduling official and other events

Orchestrating the various activities and ongoing events, including official ceremonies in a timeframe of 5 days was another challenge for the SES.

The Plenary Sessions and the 4 roundtables of the WSIS were planned by the WSIS-ES and ITU. The **WSIS was inaugurated by the UN Secretary-General Kofi Annan on December 10th 2003 and closed by the Swiss President Pascal Couchepin on the 12th**. In the official closing session a timeslot was also allocated to a reporting session on the Summit Events.

On December 9th, Switzerland hosted a welcome reception in the evening : after official welcome speeches, a live performance on the theme « Bridging the Digital Divide » included 120 children from all over the world, chanting their hopes and wishes for a more inclusive Information Society open and beneficial to all. The scenario and content of this event was managed by MCI with a master of ceremony and an art director's support. During this evening, President Couchepin also launched one of the Summit Events, the Helloworld project, proposed by the Swiss Office for Culture and the artist Johannes Gees.

The **Summit Events** started for most of them on December 8th and were scheduled until December 13th 2003 at a high-speed and daily pace, with a peak of 90 events on Thursday 11th. The Summit of the Cities and Local Authorities took place in Lyon, France on December 4th and 5th 2003 (see <http://www.cities-lyon.org>) with results and feedback communicated during the WSIS in Geneva. Also the Swiss Foundation Sciences et Cité had organized its e-science Forums

The PROGRAMMING of an event like the WSIS has to be done with care, as a too large amount of happenings may simply transform into a frustration for the participant. It was the first time that the Summit Events were proposed aside of the political event and some lessons were definitely learned. More than 300 events over a period of one week, including conferences, workshops, forums, exhibitions, over more than 50000 m² give little chance to an individual to find his/her way to the places and happenings of key interest. But on the other hand the vast diversity of topics and formats of the Summit Events enabled everyone to initiate new contacts.

in 4 cities in Switzerland during October and Novembre 2003. The concept of the Summit Events has therefore kept its promises and truly enriched the general program of the WSIS.

Various openings, launches and celebrations were also happening at the ICT4D Platform in Hall 4, at the WEMF in Hall 1, at the CERN during the RSIS conference and at the Cyberfestival in Meyrin where a live performance of a Mali drummers group and a movie projection opened the event on December 8th 2003.

To keep the participants and the public informed about the latest updates of the program, many LCD displays and large screen were placed in Geneva Palexpo main aisles and meeting points across halls 1, 2, 3 and 4. On the web, the community platform www.wsis-online.net, which was the database for the local displays, was updated in real time. The Official Guide published in French and English and distributed in the bags of all registered delegates, also gave an overview and all details about the WSIS full program.

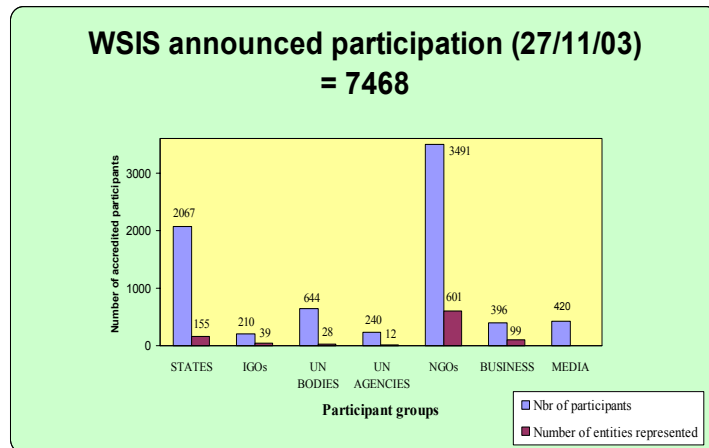
The City of Geneva proposed a diversified cultural program in the City with concerts and exhibitions. The last day of the WSIS was also by coincidence the date of celebration of a local tradition, the Escalade Festival happening in all the streets of the City.

12. Manage and coordinate : teams, budgets, priorities

As mentioned earlier, the WSIS welcomed much more participants than expected and generated more activities than planned. These facts have a direct impact on all the operational aspects of the event, putting pressure on the teams in place and requiring extreme flexibility and creativity of the organizations and the people involved. Project management is here crucial, as one has to keep in mind the initial objectives and therefore must set priorities.

Day to day management implied a constant updating of the master-plan followed up by the MCI team, the Palexpo team and the SES. Most logistics, such as the reconfiguration of the Palexpo site, the equipments, the catering, the registration areas could be handled to the satisfaction of the majority of the participants. Few complaints were formulated regarding the noise level in some areas of hall 4, as the ICT4D organization ordered last minute building of additional meeting rooms.

In general, everything worked out fine to **welcome more than twice the number of expected participants** (estimates in 2002 at 6500 delegates, accreditations reached 7468 in November 2003, for a final number of more than 12000 registrations from 176 countries and 38000 visitors in total).



The **management of the budget** was delegated to MCI for all operational aspects of WSIS, under the financial control of the OFCOM and the SES. Constant negotiations were needed with ITU about certain budget lines and last minute changes: for instance the number of computers in the media center (500), the extended mission of the Agora team, the costs of services of the TSR Swiss television for live broadcast and permanent filming, the costs of translation services, etc... sometimes arbitrages and priorities were not well accepted, leading to misunderstandings and budget variations. End of June 2004, MCI will deliver a final budget situation.

Human resources management was crucial all along the project and quite fundamental to guarantee the success of the WSIS : in the last six months before the event, many people had to be recruited, consultants and freelancers joined in, all from different organizations and working cultures. To motivate and foster a true team spirit in these conditions is not easy. Management style here plays a key role in the overall performance of the host country organization team: it is important to combine straightforward instructions with open communication and individual responsibility. Strong personalities are needed and at the same time stress has to be overcome, power games cannot always be avoided, making the whole HR management a heavy exercise.

A well orchestrated **management of the communication of the WSIS**, in particular in the press and on the internet, is a true success factor. The distribution of roles and the nomination of the right spokesperson within the various participating organizations, but also a clear and consistent positioning of the event contribute to deliver the appropriate message to all audiences. Scheduling the various press events and interviews before and during the summit is essential. Too many messages or strategies may create a blurred image in the mind of the public and the press.

In general, a systematic and structured PROJECT MANAGEMENT approach is required, both in terms of team management and project follow-up methods and tools. Open and real time communication needs to be orchestrated at all levels and actions need to be coordinated with a large number of organizations. The Logistics Steering Group was the real backbone of the project management on a day to day basis. The early involvement and permanent integration of the PCO is essential.

12. Manage and coordinate (continued) : coordinating actions of a variety of organizations

Created already in 2002, the **Logistics Steering Group** was chaired by Daniel Stauffacher; it held regular meetings which were intensified in the last months before the WSIS.

Members of this **Logistics Steering Group** were representatives of all involved organizations, and to name just a few of them:

Geneva Palexpo : Michel Pidoux, Regula Lauener
ITU : Elain Baron, Gary Fowlie, Lucy MacDermot, Usha Canabady, Niki Parker
UN Geneva : Brian Hooley
WSIS-ES : Pierre Gagné, Charles Geiger, Alain Clerc, Savita Kanwar
Canton of Geneva : Jean-Luc Chopard
City of Geneva : Zahi Haddad
DDC-ICT4D Platform : Otto Frei : Alison Walters
MCI : Richard Torriani, Roger Tondeur
OFCOM : Thomas Schneider
SES : Daniel Stauffacher, Damien Marti, Bruno Romazzotti, Barbara Erskine, Mary Rotondo, Christi Dufour.

The above mentioned persons were not always attending the meetings, but each organization was systematically represented during the discussions.

The **Logistics Steering Group** was overseeing and controlling the activities of the 5 following working groups:

- registration and accreditation
- logistics
- protocol
- communications & media
- security

This group was the platform of discussion, information sharing and main decision making for all participants. Each working group was regularly reporting on its activities and informing the others about sensitive issues or difficulties they encountered. All operational aspects of the hosting of the WSIS were discussed in detail.

The **Logistics Steering Group** was therefore the real driving force and arbitrage body to set priorities, give new directions to the implementation, with the concrete help of MCI.

The master-plan followed up by all and managed by MCI was the key document to drive action.

This way of working and delegation process proved its efficiency throughout the project life cycle, from preparation to production phases of the WSIS.

The variety of activities and the level of detail cannot be described in the present document, but many project reports and master-plan reviews were issued and can be consulted if needed. It is obvious that the MANAGEMENT and COORDINATION of an event like WSIS is a daily challenge for all teams, especially in the last mile of the project. Competencies, talents and personalities are put to their limits in a high stress environment and creative solutions often pop up in the last minute.

13. Organise : social events, logistics, site management

In addition to the official and the Summit Events, many social events were organized on the spot by the SES team : luncheons, dinners, breakfast meetings, roundtables etc... Hereafter a few examples :

Tuesday December 9th 2003

M. Couchepin chaired a **roundtable**, organized by the SES, on the theme «Taking responsibility in the information age », with more than 40 participants. (<http://www.wsisgeneva2003.org/pdf/PROGRAMME.pdf>).

Wednesday December 10th 2003

High level private lunch on invitation of Kofi Annan, UN Secretary-General

Buffet and live performance on invitation of the Swiss Council, with President of Switzerland and high level invitees.

Thursday 11th December 2003

Private lunch with VVIP's on invitation of the Swiss Council and the Canton of Geneva.

Private lunch with Ministers, on invitation of the Swiss Council

Friday December 12th 2003

Private lunch with VVIP's on invitation of the Swiss Council and the Canton of Geneva – Presence of Pascal Couchepin

At Geneva Palexpo, a **VVIP's space** was created and installed next to the SES and the WSIS-ES offices. It was managed by the UN and ITU protocol departments with the logistics support of MCI.

Some sponsors and exhibitors also organized social events on their stands or in meetings rooms with the logistics support of MCI.

The **accreditation and registration system** implemented by ITU and the WSIS-ES both for the PrepCom meetings and the WSIS itself, was very effective and facilitated considerably the welcoming of the participants. A specific imaging system with web cams connected to registration desks enabled the production of badges at arrival. The ICT4D participants had their own registration desk and system, while the participants of the WEMF were included in the general WSIS accreditation system with the benefit of getting the appropriate security access like all WSIS delegates.

The need for **IT services and equipment** was enormous: more than 700 computers were used during the week of the WSIS at Palexpo. A **cybercafé** had been built by MCI in Hall 2 with more than 150 high-speed internet and 50 laptop connections and a dedicated printer.

Translations of all debates and conferences were proposed in the 6 official UN languages, needing the construction of 68 booths and the delivery of 10500 headsets. Five conferences rooms were constructed, the largest being the one used for the Plenary Sessions with 3000 seats.

The **media center** equipped with 50 computers and 250 workstations connected to the internet, provided a working environment for 970 journalists and hosted regular media briefings organized by the ITU, the WSIS-ES, the SES and UNDP. More than 20 simultaneous webcast sessions were held in the media center where the Plenary room debates were transmitted in real time.

ORGANIZED on about 50000 m² with high security requirements, the WSIS held at Geneva Palexpo from December 8th to 12th 2003 employed about 5000 people. The participants were in general satisfied by the technologies made available, the quality of the welcome and of the conference rooms as well as the services provided by the hosts (SES, MCI and Palexpo).

14. Document : TV, printed material, web site, photos and videos, Official Guide

To document the WSIS and all its activities, in the Plenary meeting room but also in others areas of Geneva Palexpo, a contract with the Swiss television TSR was signed by SES ; many filming teams were available and hours of footage were delivered to ITU early 2004.

The with more than 800 professionals from the media including broadcasters, filmed all debates with the aim to produce a documentary in a later stage. A brochure and a final report were also published. To learn more, see : <http://www.wemfmedia.org>.

The discussions and debates of the CERN conference were filmed. Information and photos are available on the RSIS web pages of the CERN at <http://rsis.web.cern.ch/rsis/Links/photos.html>.

The Infodev Symposium organized jointly by the Swiss Secretariat for Economic Affairs, the Seco and the World Bank was filmed, footage being delivered to SES.

Various mobile filming teams were present at ICT4D and snapshots are available on their web site at <http://www.ict-4d.org>.

The SES mandated also a small filming crew to interview participants during the WSIS in the aisles of Geneva Palexpo. Mini video clips were edited day by day and published in the Event Highlights section of www.wsis-online.net Some can also be seen at www.vaiga.com/gallery.

Most of the Summit Events and key conferences published their photos and broadcast their debates on their respective web. Review the Summit Events of Geneva 2003 on the online community platform <http://www.wsis-online.net/event/>.

The Official Guide of the Geneva 2003 WSIS was distributed in the delegates conference bags: 9000 copies in French and English, 192 pages of information of the WSIS overall program. Downloadable in PDF format on the SES web site at http://www.wsisgeneva2003.org/03_summit/calendar_f.html.

The Agora Operation was described in a special edition of the Geneva Police Magazine "Mosaïque" in an extensive photo album.

Finally, up to date information on the WSIS and its follow-up can be found on the host country web site at <http://www.wsisgeneva2003.org> and the WSIS-ES/ITU official web site at <http://www.itu.int/wsis>.

15. Evaluate : reports, media coverage, participation

Reports

At the end of the WSIS the Delegate of the Swiss Council asked each SES member to provide a closing report to document the process and formulate recommendations. These reports served also as a background for the present document.

Many internal reports were written at the political and organizational level by the various parties involved, such as the Swiss Council, the Ofcom, ITU, or the WSIS-ES. Some of these reports are available online, others were only distributed to members of the various groups involved.

The final report on WEMF is available at:
http://www.wemfmedia.org/final_report.html.

The final report of ITU is available at:
www.itu.int/dms_pub/itu-s/md/03/wsis/doc/S03-WSIS-DOC-0009!R1!PDF-F.pdf.

The PCO, the MCI group will provide its final report during Summer 2004, after closing of the budget.

Media coverage

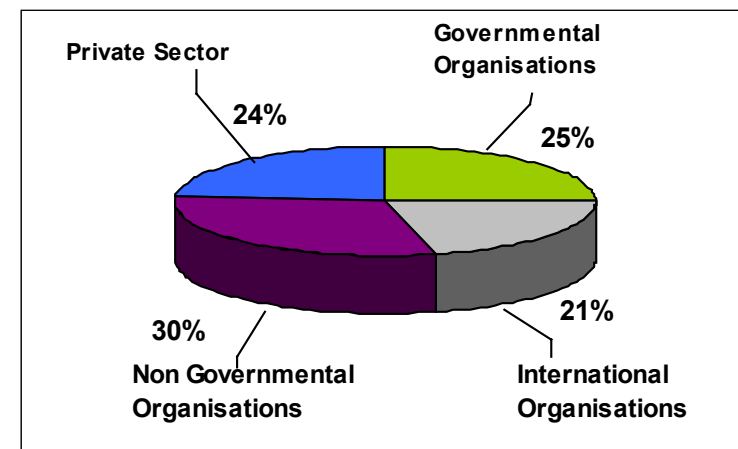
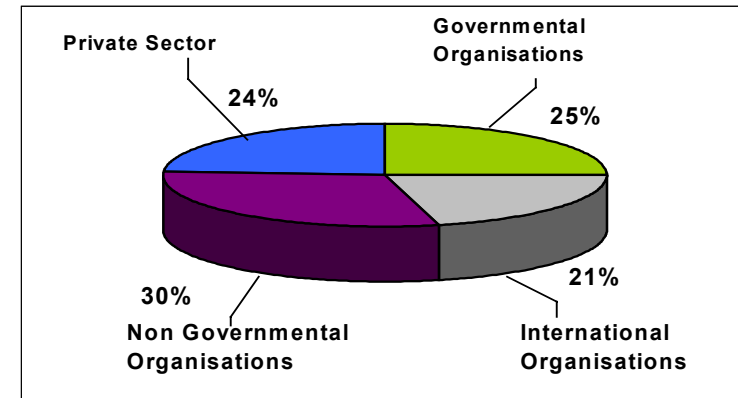
The press was mobilized to inform day by day about the WSIS, in addition to special articles issued in magazines before and after the Summit.

See the Swiss media coverage on the host country web site at:

http://www.wsisgeneva2003.org/home_f.html and the international media coverage on the ITU web site at :
<http://www.itu.int/wsis/geneva/newsroom/index-fr.html>.

The participation

Estimated at 6500 participants, more than 12000 delegates registered to the WSIS in addition to the general public who had access to the ICT4D platform. In total more than 38000 visitors in one week. (graphs source ICT4D)



15. Evaluate (continued) : surveys and post-event publications

Survey on participants satisfaction and feedback collection by ITU

The WSIS-ES launched an online survey, via an e-mailing campaign sent to the registered participants. See message hereafter :

« What are the most important goals to ensure an Information Society for all?
Should cyberspace be declared a resource to be shared by all for the global public good?
Your opinions provided valuable inputs to the ITU Survey

The International Telecommunication Union (<http://www.itu.int>), the organizing entity of the World Summit on the Information Society (WSIS), conducted **a survey to obtain views on the perceived importance of agreed upon targets for improving connectivity and access in the use of information and communication technologies (ICTs).**

The targets outlined in the WSIS Plan of Action were agreed by 175 countries represented at the first phase of the Summit in Geneva, 10 - 12 December 2003.

The results of the Survey are now available:

http://www.itu.int/newsroom/press_releases/2004/12.html

We thank all those who provided inputs to the survey.

Best Regards;

<http://www.itu.int/wsisis/>

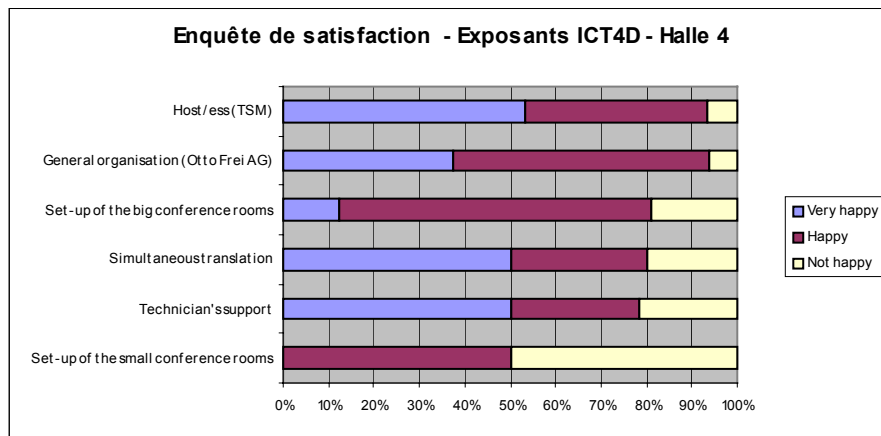
Contact: wsis.gov@ties.itu.int «

A publication on the Geneva 2003 phase of the WSIS

The ITU has published a book on the WSIS. Its online version is now available. Visit : http://www.itu.int/wsisis/documents/doc_multi.asp?lang=fr&id=1221|0

This souvenir book of 152 pages contains speeches, official documents, photos and texts as well as the Declaration of Principles and the Plan of Action adopted by 175 countries.

Forewords are by the UN Secretary-General Mr. Kofi Annan and the Secretary-General of ITU, Mr. Yoshio Utsumi



- The PCO Otto Frei AG (in charge of the operational aspects of ICT4D) made a **satisfaction survey sent to all its exhibitors**. See graphs and abstracts in annexe 1

D. RECOMMENDATIONS

Hereafter an overview of the main positive and sensitive points with some simple recommendations.

THEMES	POSITIVE POINTS	SENSITIVE POINTS	RECOMMENDATIONS
Concept development Project definition Roles and responsibilities	Clear commitment by host country 3 years before the event. Summit Events Concept planned in 2001. Strategic direction of a multi-stakeholder summit.	Uncertainty of participation (6500 / 12000). Heads of States participation difficult to plan Success factors by ITU/ SES a bit different 1 st Summit of its kind in Switzerland Positioning unclear for public/media	Edit a « project plan » designed to evolve with the project over its life cycle (3 years). Work out the positioning to clarify the message and facilitate the communication of the event. Mobilize at political level at the very early stage in all instances Carefully choose the date and keep it flexible before/after.
Planning and project life cycle Milestones	5 main phases identified and implemented according to plan	Conflicting dates/other political events on the agenda. Too many activities to run in the last 6 months – overload/overworked	Plan the increase in workload and adapt resources. Plan activities (major milestones, simultaneous actions, main players) in a detailed action plan shared with all involved.
Preparation (exc. political process) – organizational set up – structures and resources Working groups, additional supporting teams	SES was set up end of 2001 Step by step increase of resources. PCO selection in early stage 2002. Many working groups, brainstorming sessions on promotion/content in 2003	Large diversity of involved organizations and partners. Cultural differences. Diversified priorities (ITU/SES). WSIS-ES late implementation. Sponsorship plan too late - Communication/promotion delayed	Create more focused working groups, smaller teams ITU should be more involved in the operational aspects Improve reporting process (more regular, better distribution) Sponsoring and communication strategies should be planned earlier and developed by professionals.
Mobilization, synergies, collaborations and overall relations with UN and ITU	Many early stages and continuous contacts with partners at political, diplomatic and operational levels. Synergies well used.	Collaboration with ITU not optimal. Difficult to mobilize the UN family and to best use their internal networks (complex organization and information channels)	Improve early stage communication with UN family, including ITU on concept and operational aspects (not only political focus). Select a few UN organizations and work closely with them (ex. UNESCO, UN-ICT Task Force, UNDPI)
Human resources management, recruitment, permanent and ad hoc teams, Volunteers.	SES made of individual talents, independent and responsible. Excellent collaboration with volunteers.	Core of SES (5 persons) becoming a larger team with external consultants. Difficulties in sharing real time info and acquired knowledge. Contracts issues.	Prepare a range of personnel contracts to fit all situations and to clarify the mandates of external consultants. Share the project plan with newcomers, to understand the full scope
Logistics, hosting, accomodation, transportation Geneva Palexpo unique site	Good performance of the PCO. Flexibility of the teams and sites Block reservations of hotels.	Lack of resources to work with the PCO Teams overworked in the last 3 months	Recruit more than 1 person on logistics. Integrate the PCO in the very early stage of the project on all operational aspects. Unique site is best option. Keep it flexible.
Communications and media relations, positioning, message, visual identity, online web community, Official Guide for participants	Visual identity – early stage press relations and media center during the event- SES web site, brochures, SES bulletin, wsis-online.net site, Official Guide	SES web site in html (not dynamic, no content management system). Too many spokespersons for press- conflicting messages, unclear for press and public. Little interest of journalists in early stages	Host country web site has to be dynamic (content management system) and offer a virtual media center. Prepare press material (texts and visuals, multiple languages). Clearly position the event. Increase links with other related sites and use various existing newsletters mailing lists and networks.

Recommendations (continued)

THEMES	POSITIVE POINTS	SENSITIVE POINTS	RECOMMENDATIONS
The Summit Events, coordination, communication, added value for WSIS	Open & multi-stakeholder approach. Logistics & coordination. Unexpected success (more than 300 events) Use of wsis-online.net web site	Event categories and themes difficult to define, i.e. focus versus diversity issue Too many events for one week Little contacts with event organizers Coordination with big events ICT4D/WEMF	Consider the Summit Events as a project of its own. Better prepare the selection of events (categories, themes). Work more closely with event organizers on the promotion of the concept and their own event. Improve time management and work on event highlights to draw media attention in early stage.
Financing, fellowships, various contributions by international or local organizations	Fellowships for least developed countries participation Canton of Geneva support for the civil society participation Japan and Canada support	No contribution from City of Geneva Too little sponsoring support Sponsorship plan too late Constant money discussions with ITU	Start fundraising campaign earlier and communicate on it. Clarify financial responsibilities of all involved parties. Take private sector budgeting process into account for sponsoring proposals.
Budgeting and cost control	Budget follow up delegated to PCO + administrative support of Ofcom for HR issues	Underestimated budget. Host country costs higher than planned. Canton and City contributed less. Security costs evolved.	Prepare a 3 level budget (mini, optimal, maxi). Implement a strict but simple reporting system. Improve estimates in early stage. Plan a provision for unexpected costs. Monitor !!
Involvement of civil society, of media and of private sector	Civil Society involvement Media participation via WEMF NGO's via Summit Events	Private sector not really involvement or present (timing, profiling of the summit, political versus business challenges)	Hire one person in SES in charge of private sector relations Improve collaboration with ICC and CEO's of major firms Prepare documents tailored for private sector (tone of voice)
Security issues Agora operation Protocol	Optimal coordination of various forces involved. Precision and flexibility. Experienced teams. Canton and Council involved Well planned. Briefing document for delegations.	Palexpo site not designed for UN security levels. Unclear organization borders and responsibilities. Too many changes during the process. Different cultures. Risk evaluation difficult. Simultaneous arrivals.	Improve the project description in operational terms (for security teams). Involve security specialists in early stage. Clarify and share organization charts. Follow procedures and standardized security methods. Understand and plan the simultaneous arrivals of VVIP's (risk factors)
General program of the WSIS Social & cultural events	Welcome and opening ceremonies. Program for spouses. Exhibitions/happenings	Too many events going on at the same time City of Geneva Cultural Program Last minute roundtables	Schedule the events during the whole week Apply event management approach and ways of working Identify the highlights and promote them with the PCO
WSIS documentation (TV, video, print, web)	Brochures, newsletter, web site 4 languages, background (SES). Printed bilingual Official Guide Swiss TV teams during WSIS	Audiovisual documentation underestimated Costs and flexibility/mobility of TSR teams Wsis-online.net not very active after WSIS	Plan audiovisual documentation and realtime filming in the budget and resource plan. Implement an editorial plan (visual and textual, including video streaming) on main web site Produce a promotion video (of WSIS and of host country)
General project management, SES internal communication Reporting and evaluation	Logistics delegated to PCO with experience and know-how Steering committee and working groups effective. Individual team member reports. Mission report.	Tensions ITU/SES. Project management workload underestimated. Internal communication not effective enough. Team building underestimated. Stress management to be integrated.	Apply project management approach, tools and methods. Nominate a "project manager" within SES (focused on hands on actions, not on political issues). Invest time in team building and leadership. Create an intranet as the main background and day to day information channel for all teams.

E. Sources and references

Various documents, web sites and reports served a background and information source to produce this report : internal memos of the SES, project reports, concepts notes, presentations and other working documents. To complete our analysis and gather post-event feedback, various interviews were conducted with people involved at all levels in April and May 2004. Visuals and graphs are published with the authorization of their authors.

As many report sections refer to web pages, and the word document enables direct links, we cannot guarantee that at the date of reading of this report all the mentioned links are still active. We mentioned only links and sites which may continue to be active after the WSIS and especially until Tunis 2005.

To learn more about this report or to obtain additional information, please contact by mail or e-mail:

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Thanks

Daniel Stauffacher wishes to thank all the people who contributed with their energy and work to the success of the WSIS in Geneva in December 2003, as well as all the members of delegations and participating organizations who accepted to be consulted and formulated constructive feedback to enrich this report on the operational aspects of the World Summit on the Information Society.

F. ANNEXES (as provided, no translation)

1. Synthesis and abstracts of project reports by D. Stauffacher (Word document)
2. Abstracts of the ICT4D report – Exhibitors survey (Word document)
3. Nitin Desai's list – Summit Events put in categories by themes (Word document)
4. La Marguerite de Coppet + concept memo by B. Romazotti - July 2002 (Word document)
5. Sponsors and partnership (in English) –(Word document)
6. Summit Events list – From 5th to 12th December 2003– see www.wsis-online.net/event
7. Article in the Revue Economique Suisse - June 2004 – (PDF document)
8. Report by Daniel Stauffacher (in German) « on the way to Tunis 2005 » – April 16th 2004 (Word document)
9. Opening speech by the U.N. Secretary-General, M. Kofi Annan (Word document)
10. Closing speech by M. Utsumi, Secretary-General of ITU (Word document)
11. Report by the Swiss President, M. Pascal Couchepin and the Federal Council M. Leuenberger.(18.12.2003)-digital format not available

All these annexes were produced initially for the French version of the report and are therefore in their original version.
For any specific translation support, please feel free to contact Marianne.k@vaiga.com.

Many documents are available at :

www.wsis-online.net
www.wsisgeneva2003.org
www.itu.int/wsis



This report was produced in June 2004 – It is only distributed on a one-to-one basis by the author, Daniel Stauffacher.
In some cases, the attachments or annexes mentioned are printed separately or published online in their original format and language.