

Review of the Regional Centre of Studies for the Development of the Information Society (Cetic.br)

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1. SUMMARY

This review, carried out in December 2018, assessed the **performance** of The Regional Centre of Studies for the Development of Information Society (Cetic.br) **in relation to its objectives**, as set out in the **Agreement** between UNESCO and the Brazilian Government, over the period of 2012-2018. Particularly, the evaluation examined the strategic alignment and **relevance of the Centre’s programme to deliver UNESCO’s objectives** in the Region.

In line with the Integrated Comprehensive Strategy for Category 2 Institutes and Centres¹, and based on the results of this review, chapter 6 included **recommendations** whether the designation as category 2 centre under the auspices of UNESCO should be maintained or not renewed.

Key findings

1. Cetic.br **fills a gap** by providing policy makers with specialized and quality research in a **niche area** (statistics and indicators on the access to and use of information and communication technologies) “where the information would not be provided by others”, as stated by the Director of Digital Transformation Policies of the Brazilian Ministry of Science and Technology. The review observed that Cetic.br has been active since 2005, consistently **building the evidence base** for policymakers to take better-informed decisions. In Brazil, the Centre has directly contributed to the **National Strategy for Digital Transformation** (Decree 9319), launched in 2018. According to the head of the Brazilian Institute of Statistics (IBGE), core research produced by the Centre, such as the *ICT households survey*, added value to the national data on the socioeconomic status of the population in Brazil, by adding **indicators to measure the access to ICTs**, such as the use of computer, internet, mobile, and e-commerce, “not available without the Centre’s contribution”.
2. **The Centre’s influencing capacity.** The Centre is linked to the Brazilian Network Information Center (NIC.br²), producing policy-relevant ICT data demand led by policy makers. Demand for such data has emerged straight from the Brazilian Internet Steering Committee (CGI.br³), through its multi-stakeholder board, comprising members from the government, the private sector, the third sector and the academic community. The CGI.br constitutes a unique Internet governance model for the effective participation of society in decisions involving network implementation, management and use. It is based on the principles of multilateralism, transparency and democracy. The Centre has produced relevant research to a range of stakeholders.

¹ <http://unesdoc.unesco.org/images/0022/002217/221715E.pdf>

² <https://www.nic.br/about-nic-br/>

³ <https://www.cgi.br/about/>

3. **Clear strategic alignment to UNESCO’s objectives.** The Centre’s programme supported delivery of **UNESCO’s Strategic Objective 9** “Promoting freedom of expression, media development, and access to information and knowledge” (2014-2021 Strategy C/4), particularly on “**Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge**” (2018-2021 C/5 document, Main Line of Action 2).

UN 2030 Agenda

Cetic.br’s regular ICT data production and research projects have contributed to specific Goals of the **UN 2030 Agenda**, such as SDG 4 (Education), SDG 5 (Gender), SDG 9 (industry, innovation and infrastructure), SDG 11 (Sustainable Cities) and SDG 16 (Inclusive Societies). Moreover, the Centre’s projects added more value to the debate around the UN 2030 Agenda by promoting **ICT as a tool to measure the progress** countries are making to achieve SDGs overall. (see details on page 14 under *strategic alignment*)

Developing Universality Indicators

In 2017, the Centre engaged in the **UN group on SDG-related ICT indicators**. The review captured that Cetic.br plays a **key role in the Region**⁴ to support the agenda of **developing universality indicators**, aligned with **UNESCO Data for Sustainable Development Goals**. (details on page 14 under *strategic alignment*)

Education

Cetic.br has been carrying out a nationwide Survey, **ICT in Education**, revealing data about the access to, and the use of information and communication technologies in Brazilian public and private schools. In 2016, the *ICT in Education Survey* covered 1,106 schools (elementary and secondary education) and interviewed 11,069 students⁵. The 2017 edition revealed data on the access to internet, such as: “97% of the students from public and private schools in urban regions access the internet through mobile devices.” As stated by the Director of Digital Policies of the Brazilian Science and Technologies Ministry, “The Centre has produced the evidence base on ICT for policy makers to take informed decisions, including financial decisions, in key areas, such as Education”. In the Region, the Centre, in partnership with UNESCO Institute for Statistics (UIS), has been developing guidelines to improve the production of ICT statistics in the Education Sector in Latin America. (More details on page 11)

⁴ Region: Latin America and the Portuguese-speaking African countries such as [Angola](#), [Cape Verde](#), [Guinea-Bissau](#), [Mozambique](#), [São Tomé and Príncipe](#) and [Equatorial Guinea](#).

⁵ http://www.cetic.br/media/docs/publicacoes/2/tic_edu_2017_livro_eletronico.pdf

Culture

In 2016, the Centre carried out, for the first time in Brazil, the survey **ICT in Culture**⁶, covering 2,389 cultural facilities (such as heritage sites, libraries, museums). The survey has investigated the ICT infrastructure and the use of technologies in Brazilian cultural facilities, and provided information to assess the barriers and contributions to internet access. The Centre has also published qualitative research **promoting the debate on ICT and Culture**, such as the paper on *Consumption and Production of Cultural Contents On-line*, advancing on the theme of culture-related ICT. The Centre has been discussing with representatives from the Ministry of Culture in Argentina and Chile how to harmonize indicators on ICT in Culture. Moreover, it is planning to start a wider debate on the production of a guideline to improve the production of ICT statistics in the Cultural sector in Latin America.

Electronic Government

Since 2013, Cetic.br has been carrying out the **ICT Electronic Government Survey**⁷, researching the challenges to ICT adoption in Brazilian government at the federal, state and municipal levels, covering topics such as ICT infrastructure; the use of ICT for management ; the offer of public services through digital media; the use of ICT to access public information; and the use of ICT for participation (e-participation). The 2017 edition has investigated the number of City Halls working with “Action Plans for Sustainable Cities”, as well as data on the use of technologies to better manage cities. Beyond the surveys, there is value on the **Centre’s engagement with cooperation networks**, such as the Network of e-Government Leaders of Latin America and the Caribbean (RED GEALC), sharing the lessons learned from Brazil with countries in the Region.

4. **Relevant geographic coverage.** Further to the Agreement, the Centre has covered the two global priorities (Africa and Gender). From 2012 to 2018, the Centre’s scope of action included **Latin America and Portuguese-speaking countries of Africa**. There is room for the Centre to explore South-South Cooperation further, engaging with the UN South-South Cooperation office, for instance. (Recommendation on page 12).
5. **Expanded network to be explored by UNESCO and UN partners organizations.** Along the period of 2012 to 2018, the Centre’s network has increased in quantity and quality. Apart from engaging with **local partners** (such as the Brazilian Centre for Planning and Analysis, Sao Paulo University, and the Brazilian Society for Communications Studies), Cetic.br expanded its **international network**, by including **strategic partners** such as UN ECLAC. This organization is responsible for the Digital Agenda for Latin America and the Caribbean (**eLAC2020**). In this partnership, UN ECLAC has worked as a strategic channel for the Centre to engage with a larger number of Latin American countries. The table (annex 4) outlines 31 **Cooperation Agreements** with other strategic partners, to cascade the Centre’s work to other countries, such as the Alliance for Affordable Internet, active

⁶ http://www.cetic.br/media/docs/publicacoes/2/tic_cultura_2016_eletronico.pdf

⁷ http://www.cetic.br/media/docs/publications/2/tic_governo_2018_eletronico.pdf

in several African countries such as Mozambique. Currently, these agreements (MoUs, Technical Cooperation, Protocol of Intention) reflect the **relevance of Cetic.br and UNESCO's joint work** locally (Brazil), regionally (Latin America and PALOPS), and globally.

Apart from the network, Cetic.br has found low cost and creative means to access a number of *ad honorem* **experts**. In 2017, the Centre engaged 230 experts in the data production and validation process of ICT statistics. This learning should be cascaded to other Centres (recommendation on page 17).

6. **Well defined lines of action.** The four main lines of action (**Knowledge Centre, Capacity Building, Laboratory of Ideas and Culture and Ethics**), as established in the Agreement, have been an effective model to deliver UNESCO's and the Centre's common objectives.

From 2012 to 2018, this **delivery structure**, with four pillars, has been tested. It has provided **flexibility** for the partners to fit in the various themes, as ICT cut across a variety of sectors. It has also guided Cetic.br to focus resources in the areas of **added value**. Based on the progress reports from 2012 to 2018, this structure has facilitated impact reporting and **accountability**.

7. **Financial Sustainability.** NIC.br is a **self-sustainable organization**. Further to the financial reports, since 2005, all funds for the Centre have been steadily covered by the Network Information Centre (NIC.br). Its key source of funding is the registry of internet domain names under the ccTLD.br⁸. Brazil has currently the 7th largest domain names database in the world (3.991.837⁹).

Conclusion

Further to the review, the Centre has delivered the four objectives set out in the Agreement, as well as secured its own funding to implement them. From 2012 to 2018, according to financial reporting, Cetic.br invested the average of USD 4 million linked to UNESCO's priorities, under the four main lines of action (Knowledge Centre, Capacity Building, Lab of Ideas and Culture and Ethics). The review identified that the Centre **has expanded its activities, networking, and influencing capacity in the Region** over the last 6 years. The Centre was relevant to deliver UNESCO's priorities in 2012. By 2018, Cetic.br demonstrated increased value to deliver impact to UNESCO, and to additional UN partner organizations, such as UN ECLAC mentioned above. Cetic.br also fills a gap within the **portfolio of Category 2 Centres**. Under the theme of Communication and Information, from the total of 7 Centres and Institutions, none of them is covering the same niche area, nor the same geographic focus (Latin America and the PALOPS¹⁰).

⁸ ccTLD is the country code top-level domain name assigned to Brazil under the ISO-3166 standard.

⁹ https://www.cetic.br/media/docs/publicacoes/1/Panorama_outubro_2018_online.pdf

¹⁰ PALOPS: the Portuguese-speaking African countries such as Angola, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe and Equatorial Guinea.

Based on the key findings stated above, **this review recommends the renewal of Cetic.br status as a category 2 centre** under the auspices of UNESCO, and the **signature of a new agreement**.

Main recommendation

The Agreement for the establishment of Cetic.br was signed in 2012, following the decision of the General Conference of UNESCO at its 36th session in 2011 (36 C/Resolution 54). The signature ceremony was held on 28 March 2012 between UNESCO and the Government of the Federative Republic of Brazil. Yet, it did not completely enter into force, as the Government of Brazil did not complete the formalities required to that effect by its domestic law (Article 14).

Therefore, the Centre could not proceed establishing formally the Governing Board, despite working with its potential members on a regular basis. A new Agreement (which has addressed article 14), is being proposed to the Executive Board. Provided it is approved, **the Centre needs to formally operate with its Governing Body/Advisory Board**. The review also recommends the Centre and UNESCO to monitor progress of the objectives of a new Agreement through a **Joint Work Plan** (for the medium term), setting **timebound specific actions under each objective**.

Indicators to measure progress of results should also be added (Results Based Management), as well as: a simple **Risk Matrix** with mitigation actions, and a **Joint Strategy for Network Expansion**. A **Stakeholders Map** gathering the wide range of partners could also be attached to this outreach network strategy, given the value of the partnerships to deliver wider UN objectives. Particularly, the **budget** targeting UNESCO's activities should be attached to the Joint Work Plan. Cetic.br and UNESCO to agree on an **Annual Calendar of Meetings** to allocate the activities within the budget (similar to the good practice with UN ECLAC on allocating activities in advance).

Background

The Agreement for the establishment of Cetic.br was signed in 2012, following the decision of the General Conference of UNESCO at its 36th session in 2011 (36 C/Resolution 54).

Cetic.br has been undertaking a number of activities in support to Member States in the scope outlined in the Agreement, and there is a mutual understanding between the involved parties, UNESCO, the Brazilian Government and the Brazilian Network Information Center (NIC.br, and a joint intention to formalize the Advisory Board through a new Agreement.

The Centre has been active since 2005, and currently employs 20 permanent staff for an overall yearly running budget of 5 USD million¹¹, including for activities such as research projects, data production, and capacity building. Cetic.br runs projects and regular activities within Latin America and Portuguese-speaking countries of Africa.

The Brazilian Network Information Centre (NIC.br) is the institution that implements the decisions of the Brazilian Internet Steering Committee (CGI.br). NIC.br, and consequently the Centre, as per the Agreement, shall enjoy within its territory, and in accordance with the Brazilian law, the functional autonomy necessary for the execution of its activities.

The Brazilian Network Information Centre (NIC.br) provides all the resources, financial or in kind, needed for the administration and proper functioning of the Centre.

Based on the feasibility study conducted in 2011, the establishment of Cetic.br as a Category 2 Centre was endorsed by the 36th General Conference in 2011. In order to be in line with the Comprehensive Strategy for Category 2 Institutes and Centres, a review of the Centre was carried out in December 2018.

Purpose of the Centre

Further to the Agreement signed in 2012, the Centre aimed to achieve the following objectives:

- contribute to the creation, access, preservation and sharing of knowledge and its strong impact towards the achievement of the Global Development Goals;
- act as a facilitator for the construction of a platform to monitor selected action lines and goals of the Geneva WSIS Action Plan in the Region, regarding “access to information and knowledge” (C3) and “the ethical dimensions of the information society” (C10);
- act as a centre of reference for capacity building, research and networking in the field of measuring implementation and impact of the information and knowledge societies through projects, programmes and courses in the Region¹²;
- share technical expertise with UNESCO, particularly with the Communication and Information Sector, and cooperate with the intergovernmental bodies of UNESCO in the field of implementing information and knowledge societies, as well as with other institutions.

The Centre performs the following functions:

- capacity building (survey design, including methodology, data collection instruments, ICT indicators and methodology development);

¹¹ This figure covers the Centre’s finalistic activities (purpose-related activities). There are other costs, related to non-finalistic activities (such as the costs to support the Legal Department, Communications, and IT & Operations) covered by NIC.br, in addition to this figure.

¹² The “Region” is understood to be the countries of Latin America as well as Portuguese-speaking countries of Africa.

- Knowledge Centre for the Information Society: Clearing house on ICT methodologies;
- Laboratory of Ideas (social impact of ICTs);
- Culture and Ethics on the Internet (through survey methodologies and indicators).

2. PURPOSE OF THE REVIEW

The main objectives of the present review were:

- a) to assess the extent to which the intended new Agreement concerning Cetic.br is in conformity with the Integrated Comprehensive Strategy for Category 2 Institutes and Centres under the auspices of UNESCO (37 C/Resolution 93 and document 37 C/18 Part I and its annex), and if needed provide guidance on how this can be achieved;
- b) to assess the Centre's performance with respect to its initially set objectives and functions, as specified in the Agreement between UNESCO and the host Government, and its contribution to UNESCO's strategic programme objectives and respective sectoral strategies, priorities and themes.

The findings of the review will serve as the basis for the Director-General's recommendation to the Executive Board as to approve the proposal for a new Agreement.

The results of this review will be shared with the Government of the Federative Republic of Brazil, NIC.br and with Cetic.br. It will be included in the report to the Executive Board on the execution of the programme, as specified in the Integrated Comprehensive Strategy.

3. SCOPE OF THE REVIEW

In order to meet the purpose of the review described above, the following parameters were considered by the independent expert responsible for conducting the review:

- a) The extent to which the activities and outputs produced by the Centre were in conformity with those set out in the initial Agreement and are potentially adaptable to UNESCO's current strategic programme objectives and expected results, aligned with the current 39 C/5 Programme and Budget, and related sectoral or programme priorities and themes;

- b) The relevance of the Centre’s programmes and activities to achieving UNESCO’s prevailing strategic programme objectives and sectoral or intersectoral programme priorities and themes, in particular:

The Centre’s contributions to UNESCO’s Strategic Objective 9 “Promoting freedom of expression, media development, and access to information and knowledge” and to the 39 C/5 expected results under Main Line of Action 2 “Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge”

- c) The effectiveness of the Centre’s programmes and activities towards achieving its stated objectives;
- d) The quality of coordination and interaction with UNESCO Headquarters, UNESCO Field Offices, and UNESCO National Commissions, and other thematically-related Category 1 and 2 Institutes/Centres with regard to the planning and implementation of programmes;
- e) The quality of partnerships with government agencies, public/private partners and donors;
- f) The nature and quality of organizational arrangements, including management, governance, reporting and accountability mechanisms;
- g) The human and financial resource base, including through fundraising, and the quality of mechanisms and capacities, as well as context-specific opportunities and risks for ensuring sustainable institutional capacity and viability.

4. REVIEW METHODS

The following methods were considered:

- Document review (desk study);
- Interviews with stakeholders (face to face, phone/Skype);
- Field visit to the Centre's headquarters in Sao Paulo, and observations.

The Knowledge Societies Division of UNESCO's Communication and Information Sector and Cetic.br have provided the reviewer with appropriate documentation. Interviews were conducted with relevant UNESCO staff (CI/KSD, UNESCO Office in Montevideo), the Centre's staff, and other key individuals (academics and professionals who have been involved in training conducted by Cetic.br).

The Centre, among others, has provided the following documents:

- A copy of the existing Agreement between the Member State and UNESCO establishing the Centre;
- Annual progress reports and biennial self-assessment reports on the contribution to UNESCO's programme objectives;
- Periodic financial reports;
- List of staff;
- List of key publications;
- List of project partners;
- List of Cooperation Agreements from 2011 to 2018 and
- Audit and evaluation reports.

5. FINDINGS

A) THE RELEVANCE AND EFFECTIVENESS OF THE CENTRE WITH UNESCO'S OBJECTIVES

Strategic alignment

The review has identified a clear linkage between the Centre's programme and UNESCO's strategic objectives, including the two global priorities of UNESCO (Africa and gender equality), and priority sectors.

The Centre's mission is to "contribute to building inclusive knowledge societies through information and communication technologies". The organization has supported delivery of **UNESCO's Strategic Objective 9** "Promoting freedom of expression, media development, and access to information and knowledge" (2014-2021 Strategy C/4), particularly on "**Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge**" (2018-2021 C/5 document, Main Line of Action 2).

Digital Governance

the Centre has been consistently **building the evidence base** (data on the access to and use of ICTs) for policy makers to take well informed decisions. In Brazil, Cetic.br has directly contributed to the **National Strategy for Digital Transformation** (Decree 9319), launched in 2018. According to the Secretary of the Science and Technology Ministry, "The design of the Brazilian Digital Strategy is a priority, as well as a joint effort with other Ministries. The data produced by Cetic.br are essential inputs for the construction of this plan". This legislation has established the priorities for the next four years to enable *Digital Transformation* to benefit citizens in Brazil, including actions on Education and Training, Research and Innovation, Better Access to Internet, and International Partnerships.

Cetic.br is closely linked to the Brazilian Internet Steering Committee (CGI.br), facilitating the genuine use of data (information demand led by policy makers). The Centre's programme is aligned to the **Strategy of UNESCO in Brazil** (*building knowledge societies*), as well as the **2015-2020 Strategy (UNESCO Regional Science Office in Montevideo)**.

Education

The review noted that, in the period of the Agreement, the Centre has been consistently building the evidence base on ICT use in Education. Cetic.br has annually carried out a nationwide Survey, **ICT in Education**, revealing data about the access to, and the use of information and communication technologies in Brazilian public and private schools. In 2016, the *ICT in Education* covered 1,106 schools (elementary and secondary education), and interviewed 11,069 students. The 2017 edition revealed data on the access to internet, such as: "97% of the students from public and private schools in urban regions access the internet through mobiles." As stated by the Director of Digital Policies of the Brazilian Science and Technologies Ministry, "The Centre has produced the evidence base on ICT for policy makers to take informed decisions, including financial decisions, in key areas, such as Education".

Strategic alignment

Education

Cetic.br has contributed in the work led by the Innovation Centre for Brazilian Education (Cieb) during the design of the *Connected Education Innovation Policy*, approved by the Ministry of Education in November 2017. The Brazilian Ministry of Education set this policy to expand the dissemination of information and communication technologies as a pedagogical tool in teaching and learning processes. The policy aimed at improving the quality of the broadband connection in 20.000 public schools to meet the needs of 12 million students.

In the Region, Cetic.br, in partnership with UNESCO Institute for Statistics (UIS), has been sharing its lessons learned, and developing guidelines to improve the production of ICT statistics in the Education Sector in Latin America overall.

Culture

In 2016, the Centre carried out, for the first time in Brazil, the survey **ICT in Culture**¹, covering 2,389 cultural facilities (such as heritage sites, libraries, museums). The survey has investigated the ICT infrastructure and the use of technologies in Brazilian cultural facilities, and provided useable information to assess the barriers and contributions to internet access. The Centre has also published qualitative research **promoting the debate on ICT and Culture**, such as the paper on *Consumption and Production of Cultural Contents On-line*, as well as Sectoral Studies such as *Culture and technologies in Brazil: a study on the cultural practices of the population, and the use of information and communication technologies*.

Beyond the publications, the Centre has engaged on regional networks, and invested in workshops such as *Culture and Technologies in Brazil*, held in Sao Paulo in 2017, debating how the internet influences access to cultural goods and services, the limitations of technology for promoting cultural diversity, and strengthening the right to culture.

The Centre has been discussing with representatives from the Ministry of Culture in **Argentina** and **Chile** how to harmonize indicators on ICT in Culture. Moreover, it is planning to start a wider debate on the production of a guideline to improve the production of ICT statistics in the Cultural sector in Latin America. This should be monitored due to its relevant potential impact in the Region.

Strategic alignment

Electronic Government

Since 2013, Cetic.br has produced the **ICT Electronic Government Survey**, researching the challenges to ICT adoption by the Brazilian government at the federal, state and municipal levels, covering topics such as ICT infrastructure; the use of ICT for management ; the offer of public services through digital media; the use of ICT to access public information; and the use of ICT for participation (e-participation). At the municipal level, the 2017 edition has investigated the number of City Halls working with “Action Plans for Sustainable Cities”, as well as data on the use of technologies to better manage cities.

Beyond the surveys and common indicators, there is high value in the **Centre’s engagement with cooperation networks**, such as the **Network of e-Government Leaders of Latin America and the Caribbean** (RED GEALC), sharing the learning from Brazil to a range of authorities (government, statistics institutions, multilateral organizations) in Latin America. In addition to providing ICT indicators, the Centre has created a channel/room **in every ICT survey** to include policy briefs and articles such as *Digital Government to Support Inclusive and Sustainable Growth in Latin America*, *State of the Art of E-Participation in Brazil*, and *Communication Technology Governance in Government Organizations*. This is a relevant channel of communication and influence, as there are at least 9 sector targeted ICT surveys, some of them published annually.

Global Priorities and Internet Universality Indicators

Further to the Agreement, the Centre’s scope of action included **Latin America and Portuguese-speaking countries of Africa**. Regionally, the Centre has contributed to **establishing indicators to measure ICT**. In 2015, Cetic.br contributed to the *OECD Guide to Measuring ICTs in the Health Sector*, that later on became a model, cascaded to other countries in Latin America. In 2016, in partnership with PAHO, Cetic.br provided training on measuring ICTs in Health to the National Statistical Office of the Dominican Republic. The Centre has been fostering the **production of harmonized and comparable data in the Region**. Cetic.br is therefore closely aligned to the **UNESCO Data for Sustainable Development**. The Centre, in partnership with the **UNESCO Institute for Statistics** (UIS) have been developing guidelines to produce statistics on the use of ICT in the Education sector, to be cascaded in the in the Region. The Centre has also supported delivery of **UNESCO’s International Programme for the Development of Communications - IPDC**, specifically on “**developing internet universality indicators**”.

WSIS objectives

The Centre’s programme is aligned to the **UN World Summit on the Information Society (WSIS)**, delivering objectives on “**access to information and knowledge**” and “**the ethical dimensions of the information society**”. In 2017, in partnership with UNICEF, the Centre produced guidelines to inform parents, educators, and policy makers about the ethical issues related to internet use by children (*Children in the Digital Era*).

Strategic alignment

Global Kids Online and Knowledge Exchange

The review noted high demand for data produced by the Centre on child online protection issues. The Centre carries out annually the ICT Kids Online Survey, following the methodological standards set forth by the London School of Economics and Political Science (LSE) and UNICEF. The survey has mapped the online risks and opportunities related to kids and teenagers from 10 to 17 years using the internet, and created indicators related to safety in the online environment, such as sources of education and support to safe use of internet. Additional articles have been included in the ICT survey such as: *Sending nudes: opportunities and risks related to sexual rights of children on the internet*, *Mediation of children's access to market communication*, and *Strategies for the full protection of children in the digital world*.

Building Ownership

Beyond producing indicators, the Centre has actively engaged in cooperation networks, such as the *Global Kids Online* network, sharing the information with researches and policy makers from Europe, Africa and South America. The Centre's *modus operandi* included not only the production of indicators, but also providing practical support, and **building local engagement**. In this case, the data has been cascaded to other countries and **implemented** with local ownership in: Chile, Argentina, Uruguay, Costa Rica and Peru. The last two countries with "work in progress".

Gender Equality

About UNESCO's global priority on **gender equality**, all the quantitative data produced by Cetic.br is disaggregated by gender. Therefore, the Centre has experience in collecting ICT indicators disaggregated by sex, in addition to its qualitative research with children.

The Centre has disseminated knowledge to address gender inequalities in science and technology in the Region. Cetic.br is currently conducting the *qualitative research on internet use by children from a gender perspective* to address issues such as access to technologies, self-representation, and gender-related violence, in partnership with FLACSO, the Latin American School of Social Sciences in Buenos Aires (UNESCO Chair the *Gender, Sciences and Technology* – FLACSO).

Cetic.br has also engaged in the Research Group of EQUALS: The Global Partnership for Gender Equality in the Digital Age, to ensure an evidence-based approach to the activities of EQUALS, in partnership with UN Women and the International Telecommunication Union (ITU). The Centre has also engaged in capacity building activities such as the *Angolan Seminar on ICT and Gender: Girls in ICT*.

Strategic alignment

UN 2030 Agenda

The Centre is aligned to and has been proactive to monitor the implementation of **the UN 2030 Agenda**. The review captured that Cetic.br has used the agenda as a guideline for the Centre's actions. The Centre has supported delivery of SDGs such as SDG 4 (Education), SDG 5 (Gender), SDG 9 (industry, innovation and infrastructure) and SDG 11 (Sustainable Cities), and also promoted ICT as a **tool to measure the progress** countries are making to achieve SDGs overall. In 2017, the Centre engaged in the **UN group on SDG-related ICT indicators**, and co-organized, with the SDG Academy and UNESCO Montevideo , the massive open online course (MOOC) on the role of ICT in achieving the SDGs.

The Centre has shared experience in collecting internationally comparable ICT indicators for development in the **Task Group on ICT for SDGs**, co-led by UN DESA and ITU. In 2018, Cetic.br disseminated qualitative studies on: the challenges in **measuring the SDGs**, ICT contributing to **Smart Cities**, and **digital participation** for inclusive institutions (SDG 16). The Centre has been actively passing the message to other countries that ICT are a fundamental component in achieving the SDGs. "Measuring and tracking the availability and use of ICT is critical to the process of designing and monitoring public policies to achieve sustainable development", as stated by the head of the Centre.

Complementarity

There are currently 7 Institutes and Category 2 Centres linked to Communication and Information. Cetic.br does not overlap with them. Presently, it fills a gap for UNESCO to deliver the priorities identified above in the Region (Latin America and Portuguese speaking countries of Africa), particularly related to (i) standard setting and establishing indicators for measuring the development of information and knowledge societies and (ii) data collaboration for better monitoring SDGs.

RECOMMENDATIONS

1. South-South Cooperation

The Centre's technical cooperation with other developing countries (Latin America and the Portuguese speaking Africa countries) is aligned to the **2018-2021 Strategic Framework of the UN Office for South-South Cooperation**. Cetic.br to engage with the **UN Office for South-South Cooperation (UNOSSC)**, as a potential **catalyst to monitor the implementation of the UN 2030 Agenda**. Common themes: health, education, affordable culture, information technology, and standard setting. Cetic.br to engage on the Global Coalition of Think Tank Networks for South-South Cooperation (UNDP and UNOSSC initiative).

Cetic.br took part in the Global South-South Development Expo in 2017. However, the Centre should engage on South-South Cooperation more systematically to increase its visibility and outreach. Cetic.br to connect with other partners active in South-South Cooperation such as the Brazilian Cooperation Agency (ABC), working with the same PALOPS countries in similar areas (Health, Culture, Education), and the BRICS New Development Bank, partnering with the Inter-American Development Bank on South-South cooperation for knowledge exchange and information. Cetic.br to carry out a stakeholder mapping exercise, targeting partners active on South-South Cooperation.

RELEVANCE

GRADE	
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B) ARE THE ACTIVITIES AND OUTPUTS PRODUCED BY THE CENTRE IN LINE WITH THE ORIGINAL AGREEMENT?

The Centre has focused on the 4 lines of action, further to the Agreement. This **structure has** provided **effectiveness** for the Centre to deliver results.

This delivery structure has been maintained (**Knowledge Centre, Capacity Building Programmes, Lab of Ideas and Culture and Ethics on the Internet**). It has provided flexibility for the partners to fit in the various themes, as ICT cut across a variety of sectors. It has also guided Cetic.br to focus resources in the areas of **added value**. Based on the progress reports, from 2012 to 2018, this structure has facilitated reporting and accountability.

Knowledge Centre

The Centre's *raison d'être* is to produce research on the access to ICTs, develop comparable ICT indicators, and provide all the ICT-related statistics to build inclusive societies.

In the period of the Agreement, the review captured that Cetic.br has produced over **430 indicators**, generated a solid package of **useable statistics** (*ICT in Households, ICT Kids Online, ICT in Education, ICT in Health, ICT in Culture, ICT Nonprofit Organizations, ICT e-Government, ICT Enterprises, Internet Services Providers (ISP)*), and gave **public access** to its **microdata**. Over the next six years, the availability and dissemination of the microdata can trigger multiplying benefits. Besides the traditional methods of data production through surveys, the Centre has engaged in piloting new methods of data collection using big data sources and data analytics tools. These developments should be monitored.

From 2012 to 2018, the Centre has consolidated its core business (the production of relevant and quality data, produced with technical rigour) and diversified the research by including more **qualitative studies**, which have addressed different topics such as the Sector Overview Reports on *Citizen Participation in the Digital Era*, the *UN 2030 Agenda*, Artificial Intelligence and Ethics, and Big Data for Development.

The Centre's research has particularly contributed to: **Education**, by providing the evidence base for the *Connected Education Innovation Policy in Brazil* of November 2017 (**page 11**); **Digital Governance**, by supplying data for the *Digital Transformation Policy in Brazil* of 2018 (**page 11**); **Culture**, by publishing the first robust survey on ICT and Culture (**page 12**); **Ethics and Gender**, by sharing the results of the ICT Kids Online Brazil survey globally, (**Page 13**); and the **UN 2030 Agenda**, by supporting indicators to measure progress of SDGs (**page 14**).

The review noted that the Centre has created a channel/room **in every ICT survey** to include policy recommendations. The Centre has also developed policy briefs and articles such as *Digital Government to Support Inclusive and Sustainable Growth in Latin America*, *State of the Art of E-Participation in Brazil*, and *Communication Technology Governance in Government Organizations*.

This is a relevant channel of communication and influence to be explored, as there are at least 9 sector targeted ICT surveys, some of them released annually. This is good practice (adding value to quantitative research with room to disseminate qualitative information, policy papers, and briefs on innovative themes) to be cascaded to other Centres.

Capacity Building

The Centre's capacity building activities have become a strength and have been implemented to build capacity in the use of ICT statistics, to discuss the use of ICT indicators in research and policymaking, and to promote the debate on survey methodologies. Moreover, these activities have raised awareness of the importance of data production for evidence-based policymaking among key stakeholders.

Apart from providing statistics to policy makers, Cetic.br has given training on the use of ICT statistics for policy makers to better understand the use of data produced by the Centre. Policy makers, academic researchers and international organizations have been the target audiences for these programs, including the *Annual Survey Methodology workshops*.

The Capacity Building events have **brought together the varied stakeholders** involved in the production, analysis and use of ICT indicators.

Some examples: the workshop on *The Importance of Measuring ICT for the Development of the Information Society in the Context of the UN 2030 Agenda*, held in the Dominican Republic, has placed together the Alliance for Affordable Internet, the Dominican Institute of Telecommunications, the National Statistics Office, and government officials. *The 2016 Workshop on ICT Statistics in Education* gathered representatives of the ministries of education and statistics institutes from **Brazil, Costa Rica, Cuba, Mexico, Dominican Republic** and **Uruguay**, apart from UNESCO Mercosur, to foster the production of **ICT statistics for Education**, using a common and internationally comparable methodology.

About the *Workshop on Measuring ICT in Health* (2016), "The capacity building has been a tool to deliver the agenda of harmonized indicators in several Latin American Countries, and to share best practice", as stated by the head of UN ECLAC.

In **Africa**, further to the head of the Alliance for Affordable Internet, “During the capacity building workshop in 2015, the Centre, ITU and A4AI have supported **Mozambique** to improve ICT-related indicators. These indicators have been applied in the Mozambique National Census.” The Centre has provided technical support in the discussion of the planning to produce health-related indicator in Mozambique.

Building Ownership

ICT Kids Online: the Centre has engaged in **capacity building workshops** and cooperation networks, such as *Children in the Digital Era*, *Global Kids Online*, and *Workshop on the Impacts of the Presence of Children on the Internet*, sharing the information with academic researches and policy makers from **Europe, Africa and South America**.

The Centre’s *modus operandi* included the production of indicators, but also practical **capacity building**, fostering **local engagement and the use of information**. The data has been cascaded to other countries and **implemented in: Chile, Argentina, Uruguay, Costa Rica and Peru**.

Laboratory of Ideas

Best Practices Platform

The Laboratory has worked as a platform to share best practices on issues such as measuring ICTs for the UN 2030 Agenda, and to discuss **emerging themes** such as the socio-economic impact of ICTs.

The Centre held **public debates, lectures and discussion panels** that have **expanded the Centre’s network**. In 2017, Cetic.br has organized 10 expert group meetings with the participation of over 200 experts in thematic areas such as education, culture, digital inclusion, e-government, etc. These experts, renowned for their competence, contributed in validating indicators, methodological approaches and in the definition of guidelines for data analysis. The Centre also co-organized a interministerial meeting along with the Ministry of Science, Technology, Innovation and Communications (MCTIC), reaching 520 participants. Cetic.br has attended over 50 national and international events (congress, seminars and symposium).

On Education, the Centre has engaged on a number of workshops, leading to a wide network to discuss and share a framework for measuring ICT in Education. Examples include: the Workshop on Statistics on ICT in Education in 2016 in Sao Paulo (co-organized by UIS-UNESCO and Cetic.br), sharing experience (ICT-related statistics) during the UNESCO International Forum on ICT and Education 2030, and during the Biennial World Statistics Congress, the flagship conference of the international Statistical Institute (ISI).

Laboratory of Ideas

Cooperation Networks

There is high value in the **Centre's engagement with cooperation networks**, such as the **Network of e-Government Leaders of Latin America and the Caribbean** (RED GEALC), sharing lessons learned from Brazil to a range of authorities (government, statistics institutions, multilateral organizations) in Latin America. Another example was the Centre's engagement in the **Latin America Kids Online Network**, joining the debate on methodological issues, cascading information from *ICT Kids Online*, and promoting joint analysis of issues related to ICT use by children with **Argentina, Uruguay, Ecuador Chile, Colombia and Costa Rica**.

Wider debate on ICT

Over the period of the Agreement, along the production of 9 nationwide ICT surveys (some of them released annually), Cetic.br has systematically fostered **public debates to a wider audience** (government agencies, universities, non-governmental organizations, private companies and international organizations). In 2014, Cetic.br held 7 expert meetings to discuss survey methodologies. In 2017, The Centre carried out 10 expert meetings and held 5 public debates such as *Children in the Digital Era*, the *Inter-ministerial Meeting: Dialogue on Public Policies on ICT Indicators*, and *Education and Digital Culture*.

Emerging Themes

Apart from the quantitative surveys, such as the sector focused ICTs, Cetic.br has **created space** to explore emerging themes. The menu included Sector Reports, Policy Briefs and Articles on the socioeconomic implications of ICTs (call for papers).

The Internet Sector Overview Reports, have covered emerging issues such as: the UN 2030 Agenda, Smart Cities, e-Participation: Citizen Participation in the Digital Era, Artificial Intelligence and Ethics and Big Data.

Along the publication of each ICT Survey report, Cetic.br has included a large **number of articles**, such as: ICT and Electronic Government (Digital Government to Support Inclusive Growth in Latin America), ICT and Education (Innovation and Technology: The Edeutec guide – a diagnostic and planning tool for education technology policies), ICT and Households (new digital information and communication technologies and their relations with literacy levels), ICT and Kids Online (sending nudes: opportunities and risks related to the sexual rights of children on the internet).

The Regional Science Office of UNESCO Montevideo has commissioned strategic policy briefs, some of them disseminated during the Regional Conference on Social Development in Latin America (organized by UN ECLAC and UNDP), such as: ICT Education and social development in Latin America, and Digital society: gaps and challenges for digital inclusion in Latin America. The Centre has also published and translated strategic documents for the Region, such as Measuring ICT and Gender, on gender-disaggregated ICT indicators (originally published by UNCTAD and translated by the Centre into Spanish and Portuguese to broaden the debate on ICT measurement from a gender perspective).

Culture and Ethics on the Internet

The Centre has engaged on the Culture and Ethics Agenda. In 2015, UNESCO held the Conference Connecting the Dots in Paris, discussing the challenges and opportunities on the access to information, freedom of expression, privacy and ethics. The concept of “Internet Universality” was consolidated in this conference.

The Centre attended the event, and have been open to collaborate with the development of an internationally agreed measurement framework and indicators to promote enhanced monitoring and reporting on the access to information and knowledge, freedom of expression, privacy and governance. In subsequent years, Cetic.br translated the document “Keystones to Foster Inclusive Knowledge Societies” into Portuguese and Spanish, and disseminated to countries in the Region. The Centre has taken part on the **pilot exercise to implement UNESCO’s Internet Universality Indicators** in Brazil. During the NetMundial conference in 2014, the Centre has organized a public consultation on the draft document that was created in the early stages of the debate on internet universality indicators.

In 2016, the Centre carried out, for the first time in Brazil, the survey **ICT in Culture**¹, covering 2,389 cultural facilities (such as heritage sites, libraries, museums). The survey has investigated the ICT infrastructure and the use of technologies in Brazilian cultural facilities, and provided useable information to assess the barriers and contributions to internet access. The Centre has published qualitative research **promoting the debate on ICT and Culture**, such as the paper on *Consumption and Production of Cultural Contents On-line*, and Sectoral Studies such as *Culture and technologies in Brazil: a study on the cultural practices of the population, and the use of information and communication technologies*. Beyond the publications, the Centre has engaged on regional networks, and took part in workshops such as *Culture and Technologies in Brazil*, held in Sao Paulo in 2017, discussing how the internet influences access to cultural goods and services, the limitations of technology for promoting cultural diversity, and strengthening the right to culture.

RECOMMENDATIONS

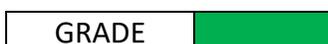
2. Qualitative Research

The evaluation observed that the qualitative studies (Policy Papers) produced by the Centre from 2016 to 2018 provided a cost-effective means to promote niche areas relevant to UNESCO (such as Smart Cities). The review recommends Cetic.br and UNESCO to use further this channel, as an opportunity to cover **innovative themes**, with more flexibility and lower cost, if compared to the quantitative research.

3. Impact reporting

UNESCO to follow up how to capture impact of the Centre's expanding activities, in addition to the annual reports. Are we missing opportunities here?

RESULTS



C) INTERACTION WITH UNESCO

From 2012 to 2018, Cetic.br has been **proactive** engaging with the various UNESCO departments. From delivering robust activities (such as health indicators to Latin America), to offering vacancies to UNESCO partners in workshops and capacity building programs with the Centre's sponsorship.

UNESCO Regional Office

Cetic.br has continuously delivered **joint activities with UNESCO'S Regional Science Office in Montevideo**, given its mandate in the region, and the alignment of the Centre's mission with the 2015-2020 Strategy (Montevideo Office).

During the period of the Agreement, UNESCO Montevideo has given strategic direction to Cetic.br on the production of joint policy briefs, such as: the UN 2030 Agenda, Sustainable Cities, Artificial Intelligence and Ethics, Big Data for Development. They have explored events, such as the LAC Regional forum of Ministers of Social Development held in Uruguay in 2017. The event was co-organized by UNESCO, UN ECLAC and UNDP. The Centre took the opportunity to disseminate the surveys on *Digital Gaps and Social Policies*, and *Education and ICT*.

Another example included UNESCO Montevideo and the Centre's joint work during the Open Science Forum for Latin America and the Caribbean in 2018, where the Centre contributed to the Panel on the *Latin American Kids Online Network*, along with Chile, Costa Rica, Uruguay and Peru. Further to interviews, the review noted that the Regional Science Office has continuously accompanied the expert meetings organized by the Centre. In 2017, Cetic.br, UNESCO Montevideo and the SDG Academy have delivered the Massive Open Online Course (MOOC), on the role of ICT Technologies in Achieving the SDGs.

Internet Universality Indicators

Further to the Agreement, the Centre's scope of action included **Latin America and Portuguese-speaking countries of Africa**. Regionally, the Centre has contributed to **establishing indicators to measure ICT**. In 2015, Cetic.br contributed to the *OECD Guide to Measuring ICTs in the Health Sector*, in partnership with PAHO, that later on became a model, cascaded to other countries in Latin America. In 2016, Cetic.br provided training on measuring ICTs in Health to the National Statistical Office of the Dominican Republic. The Centre has supported the production of harmonized and comparable data in the Region.

UNESCO Institute for Statistics (UIS)

The Centre is closely aligned to the **UNESCO Data for Sustainable Development**. Cetic.br, in partnership with the **UNESCO Institute for Statistics (UIS)** have been developing guidelines to produce statistics on the use of ICT in the Education sector, to be disseminated in the in the Region. These developments with high potential impact in the Region should be monitored. The Centre has also supported delivery of **UNESCO'S International Programme for the Development of Communications - IPDC**, specifically on "**developing internet universality indicators**".

International Telecommunication Union (ITU)

Cetic.br has engaged with the International Telecommunication Union (ITU), particularly on activities related to ICT indicators, such as the Task Group on ICT for SDGs, and the Expert Group on ICT Household Indicators.

Cetic.br has engaged in the Research Group of EQUALS: The Global Partnership for Gender Equality in the Digital Age, to support an evidence-based approach to the activities of EQUALS, in partnership with UN Women and the **International Telecommunication Union (ITU)**. The Centre has also engaged in capacity building activities such as the *Angolan Seminar on ICT and Gender: Girls in ICT*. The Centre has engaged in the High Level Forum on Smart Cities and Urban Services, organized by ITU and the UN Economic Commission for Europe (UNECE).

As ICT cut across several sectors (health, education, business, government), Cetic.br has increased interaction with other **UN partner organizations**, such as UNICEF (*Kids Online Survey*), PAHO and WHO (health indicators), UN ECLAC (technical cooperation on ICT indicators), the United Nations University (UNU-EGOV), and the UN Statistics Division (UNSD).

The Centre has engaged with Category 2 Centres and Institutions, such as INRULED in China and APCEIU in Korea. [Recommendations for Cetic.br to share best practices with other Centres on page 17.](#)

The Centre has been eager to receive further strategic direction from UNESCO, and open to cover new themes as outlined by UNESCO partners (such as *Artificial Intelligence*). This “appetite” for **increasing strategic direction** from UNESCO should be further explored, by providing a **structured and regular interaction**, especially given the increasing number of UN partners engaged with the Centre.

RECOMMENDATION

4. Increased strategic direction: Cetic.br and UNESCO to hold a short, practical and open workshop about how to **structure the interaction** between Cetic.br and the key UNESCO stakeholders to deliver the Agreement more efficiently. Which are the key internal (UNESCO) partners to deliver the Agreement’s objectives? Are we missing anybody? What is the right level and minimum frequency of interaction required throughout the year? What are the best channels of communication (efficient, less time consuming, less costly)? Cetic.br and UNESCO to **agree on an annual calendar of meetings**, to explore the participation of the Centre in **key events** (including UNESCO’s institutional events if useful), and to **create routines** to help the Centre and UNESCO access each other’s resources (financial and non financial) efficiently.

INTERACTION WITH UNESCO

GRADE 

D) QUALITY OF PARTNERSHIPS

The Centre's networking has **increased in quantity and quality from 2012 to 2018**. Further to the table on Cooperation Agreements (annex 4), there were 4 agreements in 2012 (UNESCO, the Brazilian Centre for Planning and Analysis, Sao Paulo University, and the Brazilian Society for Communications Studies). In 2018, there are **31 cooperation agreements** (MoUs and Technical Cooperation Agreements).

Beyond the figures, the **nature of partnerships** (based on interviews with members from UN ECLAC, OECD, ITU, Alliance for Affordable Internet, UNICEF) reflects the relevance of the Centre's and UNESCO's joint work locally (Brazil), regionally (Latin America and Portuguese speaking countries of Africa), and globally.

Locally (in Brazil), the Centre is directly connected to the key stakeholders in the government, civil society organizations and private sector involved in the debate around digital inclusion and socioeconomic implications of digital technologies. Demand for data emerge straight from real life issues faced by the multistakeholder board (government, NGOs, private sector, academia). Since 2005, the Centre has been closely engaged with the Brazilian Institute of Geography and Statistics (IBGE). The systematic partnership with IBGE has added value and quality to national surveys conducted by the Centre, in particular, on indicators to measure access to ICTs.

Regionally, Cetic.br has been **strategically connected to Latin American countries** through the partnership with UN ECLAC, particularly on "how to better measure the use of ICT with harmonized indicators in the region", as stated by the UNESCO/UIS Regional advisor for Latin America. UN ECLAC is responsible for the Digital Agenda for Latin America and the Caribbean (**eLAC2020**). The review captured that the partnership has been structured through a Technical Cooperation Agreement, setting clear areas of cooperation up to 2023 (such as sharing research on ICT, capacity building, production of indicators, and sharing the Centre's microdata cost-free).

The Centre has also been engaged with the **Red GEALC** (Electronic Government in Latin America and the Caribbean Leadership Network), by contributing to a set of core e-government indicators for the Region (2017 Working Group in 2017). Cetic.br has been connected with Portuguese speaking countries in **Africa** such as Mozambique through the Alliance for Affordable Internet. Further to the interviews, the review noted that the Centre, in partnership with A4AI and ITU, supported Mozambique to improve ICT-related indicators for the Mozambique National Census in 2015.

Cetic.br has engaged in the Open Science Forum for Latin America and the Caribbean in 2018, contributing through the *Latin American Kids Online Network*, along with Chile, Costa Rica, Uruguay and Peru. The Centre's engagement during the Inter-ministerial meeting on Public Policies and ICT Indicators in Brasilia in 2017 has also been relevant to share UNESCO Policy Briefs and data on the access to and use of ICT to neighbor countries such as **Uruguay** and **Argentina**. The Centre has also engaged in the regional High-Level Political Forum on Sustainable Development in July, 2018 in New York. In this opportunity, Cetic.br, UNESCO and the SDG Academy jointly organized a side-event entitled "The role of Information and Communication Technologies in the implementation of the targets in SDG 11.

Besides the interaction with UNESCO, **Globally**, Cetic.br has engaged over 230 experts through "**expert group meetings**" in the process of data production, validation and dissemination. The review has observed that granting access to the Centre's microdata free of cost has made possible to engage experts from 63 international organizations. Over the period of the agreement, Cetic.br has also engaged on **international working groups**, particularly on "definition and harmonization of ICT Indicators". Overall, the cooperation networks have been focused on (i) methodological guidelines (UN ECLAC, OECD, PAHO, UNU), (ii) Technical cooperation and knowledge exchange (RACSEL, GEALC, GKO), and (iii) Capacity Building (A4AI, UNU-EGOV, UN ECLAC).

RECOMMENDATIONS

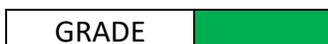
5. Cetic.br to share a **joint strategy for network expansion** with UNESCO, given the value of the network for UNESCO to deliver its objectives in the Region. For instance, the Strategy should gather the **key partners to date**, the **geographic coverage**, the partners' **strategic fit** with Cetic.br and UNESCO's objectives, the **channel of partnership** (MoU, technical cooperation agreements, voluntary work through expert groups, formal working groups, inter-ministerial meetings), the **objectives** (set in the Agreement) to be delivered by each category of partner, and a **timeframe**. Partners could be ranked (high or medium priority), depending on the progress of the objectives.

Moreover, cooperation **gaps** and missing stakeholders could be identified. For instance, do we (Cetic.br and UNESCO) miss any partners in Africa to deliver the theme of internet universality indicators? The Centre could also carry out a **SWOT Analysis** to capture what are the strengths, weaknesses, opportunities and threats for international partners to engage with Cetic.br and UNESCO. A **stakeholder mapping exercise** (1 day workshop), to be led by Cetic.br, could also be carried out to map any missing partners to deliver specific objectives of the new Agreement. The exercise should include **UN partner organizations** (related to ICT such as UNICEF, PAHO, UNSSCO), and the Brazilian Government Cooperation Agency (ABC), **to be informed about the range and reach of the network**.

RECOMMENDATIONS

- 6. Collaboration between Category 2 Centres.** Cetic.br to share **best practice on partnership building** with other UNESCO Centres. Cetic.br has been efficient at fostering alliances, given the increase in quality and quantity of partners (annex 4). Cetic.br has been creative to establish networks with experts, and other **low cost means of collaboration**. The Center should share good practice with other UNESCO Centres, and learn from them. How are other Centres being innovative, and finding solutions for common problems, such as creating strategies to increase co-funding, and improving interaction with UN partners? This could be achieved through simple actions (short video conferences). Also, a pilot **Cadre of Evaluators** could be set (with members from UNESCO Centres with monitoring and evaluation skills), creating the opportunity to evaluate each other, and to share best practice during the field visits.

QUALITY OF PARTNESHIPS



E) QUALITY OF MANAGEMENT: GOVERNANCE, HUMAN RESOURCES, ACCOUNTABILITY

Structure and governance

The assessment of the Centre's impact and progress reports from 2012 to 2018, and the field mission to the Centre, revealed that Cetic.br has been active for over 10 years, consistently producing ICT data for policymaking and research, with an adequate physical structure, and clear management.

Cetic.br is based in Sao Paulo, located in the same building of the Brazilian Network Information Centre (NIC.br). The Centre is formally linked to the Brazilian Network Information Centre (NIC.br). NIC.br is linked to the Brazilian Internet Steering Committee (CGI.br), operating as its implementing body. CGI.br has adopted a transparent multistakeholder model for internet governance since 1995. It operates through a multistakeholder board, with the participation of government representatives, civil society, academia, and the private sector. Cetic.br data production projects are also supported by a **multistakeholder governance approach**, producing usable data for the various audiences (government, nonprofit organizations, enterprises, academia).

In line with the organization chart, Cetic.br's head (Dr. Alexandre Barbosa) reports directly to the President of NIC.br (Dr. Demi Getschko). NIC.br reports about Cetic.br's activities to an Administrative Council, to a Fiscal Board, and to the Executive Board of NIC.br.

Human resources and capacities

In December 2018, the Centre's team comprised 20 employees (1 senior manager, 4 coordinators, 15 permanent staff), 2 interns, and 1 analyst to be hired in 2019. Apart from the **frontline staff**, Cetic.br operated with a **wider network**, to produce robust quantitative research, such as the ICT Households Survey (a total of 33,000 households were selected, and around 26,000 interviews were conducted across Brazil). To deliver the Centre's programme (the four lines of action), over 250 professionals have been outsourced annually (interviewers, fieldwork managers, translators).

The Centre also relied on **expert groups** to provide legitimacy to ICT statistics production. In 2017, over 200 **experts** engaged in the process of data production and dissemination.

The permanent staff, interviewed during the mission to the Centre in December 2018, presented senior academic credentials, and expertise in the field. Particularly, frontline staff demonstrated to be proactive, with strong partnership building skills, leading the expansion of the Centre's international partnerships (list of 31 international cooperation agreements in annex 4).

Management

In 2018, Cetic.br mapped the key processes implemented by each section of the Centre, and created a new section focused on continuous improvement & quality of process management. Two permanent staff were hired in December, to work in the *Process Management & Quality Section*, to increase efficiency of Cetic.br.

The Centre is connected to the transparency agenda. Cetic.br has followed recommendations from the Data on the Web Best Practices (DWBP), providing online access to its microdata, and took part in Transparency and Open Data workshops in 2017.

Overall, the evaluation has found evidence of good quality of management, and a proportionate structure to deliver the Centre's programme (the four lines of action).

Reporting

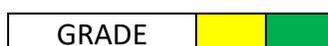
Further to the documents provided by Cetic.br, the Centre reported progress and impact of its activities through detailed annual reports from 2012 to 2018. The reviews outlined UNESCO's priorities, and reported against the four main lines of action stated in the Agreement.

RECOMMENDATIONS

7. Cetic.br to **fully operate with a Governing Board/Advisory Board**, including up to 3 members from the Region, the Ministry of External Relations of Brazil, UNESCO and the head of Cetic.br, in line with the new Agreement (High Priority).

The Agreement was signed in 2012. Yet, it did not completely enter into force, as the Government of Brazil did not complete the formalities required to that effect by its domestic law (Article 14). Therefore, the Centre could not proceed establishing formally the Governing Board, despite working with its potential members on a regular basis. A new Agreement addressing article 14 is being proposed to the Executive Board. Provided it is approved, **Cetic.br needs to formally operate with its Governing Board/Advisory Board**. It will also enable wider impact reporting through the Governing Board. For instance, reporting progress of the Centre's activities to the Brazilian Cooperation Agency (linked to the Ministry of External Relations), working in the same Region (PALOPS) with South-South Cooperation, in common areas of interest (delivery of SDGs).

QUALITY OF MANAGEMENT



F) FINANCIAL SUSTAINABILITY

Own income generation

The Regional Centre for Studies on Development of the Information Society (Cetic.br) was created in 2005 as a department of the Brazilian Network Information Centre (NIC.br).

Since its creation, all funds for the Centre have been steadily covered by the Network Information Centre (NIC.br), a **self-sustainable organization**. The key source of funding is the registry of internet domain. Brazil has currently the 7th largest internet domain name database in the world (3.9 million) under the ccTLD.br.

During the period of the Agreement (from 2012 to 2018), Cetic.br has not required any financial contributions from the Brazilian government, nor UNESCO. According to the financial reports, over this period, Cetic.br has funded itself entirely (via NIC.br), and has expanded its programme and delivery structure. Currently, there are 20 employees 100% allocated to the Centre's activities.

Financial and strategic planning

According to the 2017 financial report (NIC.br), from 2006 to 2017, NIC.br revenue has increased, totaling USD 30.733.455 in 2017. There are sound administrative and finance accountability procedures in place, such as an active Fiscal Board (member interviewed) and annual external financial audits (KPMG audit report of 2018). Currently, the organization (NIC.br) is operating with a surplus of USD 10.217.653.

The Centre's annual budget (projects and staff) for 2018 totaled USD 5 million, and the approved allocation for 2019 is USD 5,2 million.

RECOMMENDATIONS

8. Cetic.br is a self-sustainable organization with positive financial projections for the period of the Agreement. However, we encourage Cetic.br to diversity its funding matrix by including other sources of funding. For example, from South-South cooperation, and to register the in kind contribution from bilateral or multilateral partners. Beyond the value for money, this is about securing engagement, and increased commitment from external partners.

FINANCIAL SUSTAINABILITY

GRADE	
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1. Overall rating for the review:

OVERALL RATING		
RED		
RED	AMBER	
AMBER	GREEN	
GREEN		X

Guide to overall rating:

GREEN	The organization performed well under each of the evaluation criteria: relevance, effectiveness, quality of coordination, partnerships, financial sustainability.
AMBER/GREEN	The organization performed well under most criteria and adequately in others.
RED/AMBER	The organization performed adequately under some criteria but poorly in others.
RED	The organization performed poorly under most criteria.

6. RECOMMENDATIONS

- 6.1 In conformity with the Integrated Comprehensive Strategy for Category 2 Institutes and Centres (37 C/18 Part I), and based on the findings stated above, this review recommends the renewal of Cetic.br status as a category 2 centre under the auspices of UNESCO, and the signature of a new Agreement covering the period of 2019-2025.
- 6.2 Post-Evaluation Action Plan. The review recommends Cetic.br to implement a **Post-Evaluation Action Plan**, including the main actions:
- Cetic.br to formally operate with its Governing Body/Advisory Board (High Priority).
 - Cetic.br and UNESCO to monitor progress of the objectives of the Agreement through a **Joint Work Plan** (for the medium term), setting **timebound specific actions under each objective. Indicators** to measure progress of results should also be added (Results Based Management), as well as: a simple **Risk Matrix** with mitigation actions, and a **Joint Strategy for Network Expansion**. A **Stakeholder Map** gathering the wide range of active partners should also be attached to this strategy, given the value of the partnerships to deliver wider UN objectives. Particularly, the **budget targeting UNESCO's activities** should be attached to the joint action plan.
 - Cetic.br and UNESCO to agree on an **Annual Calendar of Meetings** to allocate the activities within the Centre's budget (in advance), to facilitate resource planning.

7. ANNEXES

Annex 1: List of stakeholders consulted

INTERVIEWS – DECEMBER 2018

International organizations

1. Dra. Susan Teltscher, Ph.D.

- a. ITU - Head, Human Capacity Building Division Telecommunication Development Bureau (BDT)
- b. e-mail: Susan.Teltscher@itu.int

2. Dr. Vincenzo Spiezia

- a. OECD - Head of the Information and Communication Technologies Unit in the Directorate for Science, Technology and Industry
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3. Jorge Alejandro Patiño Cordova

- a. CEPAL - Production, Productivity and Management Division
- b. e-mail: jorge.patino@cepal.org

4. Sonia Jorge

- a. A4AI - Executive Director, Alliance for Affordable Internet
- b. Head of Digital Inclusion Program, Web Foundation
- c. e-mail: sonia.jorge@webfoundation.org

5. Juan Cruz Perusia

- a. UNESCO - Regional Advisor, Latin America and the Caribbean
- b. UIS / UNESCO Santiago
- c. <http://www.uis.unesco.org>

Testimonials - External partners

6. Dra. Heimar Marin

- a. UNIFESP and Chief Editor at International Journal of Medical Informatics, IJMI- Elsevier
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7. Dr. Cesar Alexandre

- a. FEA-USP - Professor
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8. Dra. Maria Alexandra Cunha

- a. Fundação Getúlio Vargas – FGV - Professor
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9. Mr. Mario Volpi

- a. UNICEF Brazil - Chief of Quality Social Policy for Vulnerable Children Program
- b. e-mail: mvolpi@unicef.org

10. Ms. Mirian Wimmer

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11. Mr. Roberto Santana

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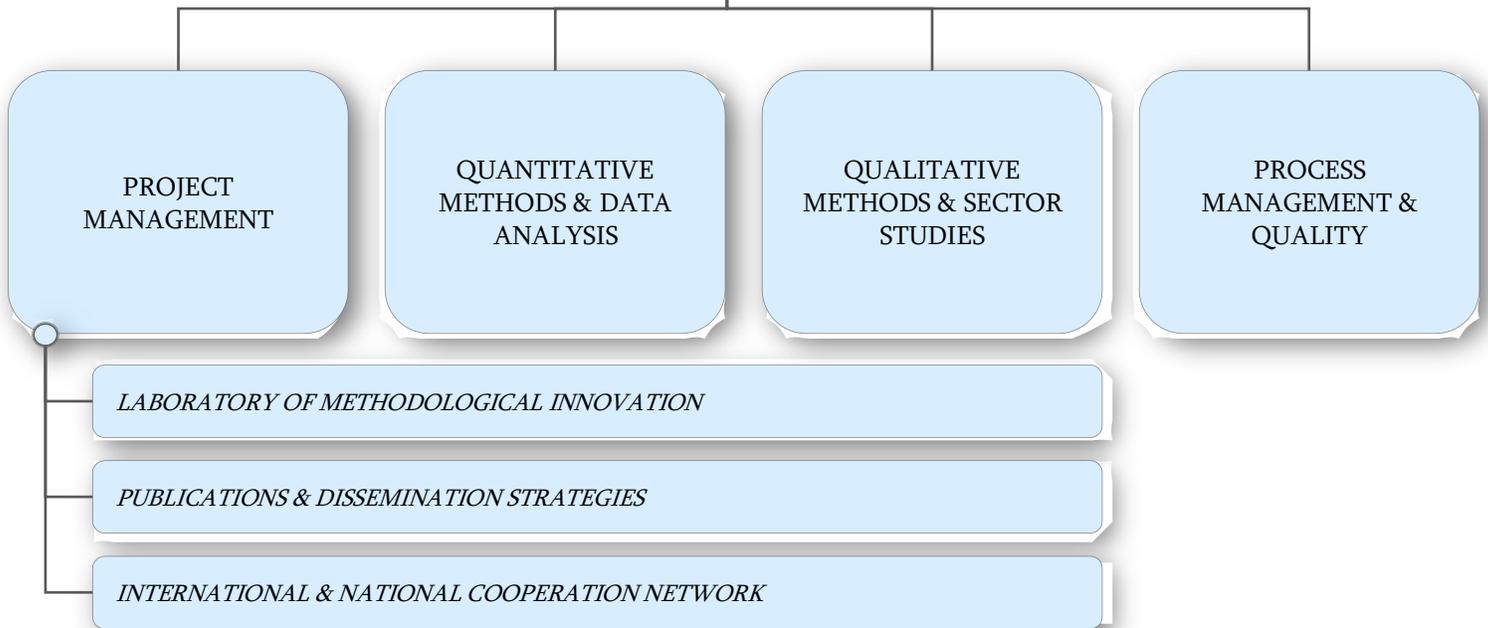
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Annex 2: List of documents reviewed

- Existing Agreement between the Member State and UNESCO establishing the Centre
- UNESCO's Medium-Term Strategy 2014-2021
- 2015-2020 Strategy, UNESCO Montevideo Office
- Contribution to the Implementation of the Agenda 2030 for Sustainable Development
- Cetic.br's annual progress reports and biennial self-assessment reports
<https://cetic.br/publicacoes/indice/relatorios/>
- Cetic.br's periodic financial reports
- List of Cetic.br's staff
- List of key publications <https://cetic.br/publicacoes/indice/>
- Policy papers <https://cetic.br/publicacoes/indice/unesco/>
- List of project partners
- Audit and evaluation reports
- Cetic.br institutional publication
<https://cetic.br/publicacao/indicadores-e-estatisticas-tic-para-o-desenvolvimento/>
- NIC.br annual reports <https://NIC.br/publicacoes/indice/relatorios/>

Annex 3: Organization Chart



Annex 4: Cooperation Agreement

COOPERATION AGREEMENTS WITH PARTNERS

ENTITY	TYPE OF COOPERATION	YEAR SIGNED/RENEWED
London School of Economics - LSE	MoU	2011
HEC Montreal	MoU	2011
Ministério das Comunicações (MINICOM)	Technical Cooperation Agreement	2011
Sociedade Brasileira de Estudos Interdisciplinares da Comunicação (INTERCOM)	Technical Cooperation Agreement	2012
UNESCO	Partnership Agreement	2012
Faculdade de Economia, Administração e Contabilidade (FEA/USP)	MoU	2012
Centro Brasileiro de Análise e Planejamento (Cebap)	Technical Cooperation Agreement	2012
UNESCO Institute of Statistics (UIS)	MoU	2013
Universidade Nova Lisboa	Technical Cooperation Agreement	2014
Instituto de Investigação Científica, Inovação e Tecnologia de Informação	Technical Cooperation Agreement	2014
UNESCO e LACNIC	Partnership Agreement	2014
WWF Foundation (A4AI)	MoU	2014
Ministério da Ciência, Tecnologia e Inovação (MCTI)	Technical Cooperation Agreement	2014
The Wikimedia Foundation	Technical Cooperation Agreement	2016
UNICEF	Protocol of Intention	2016
Fundação Roquette Pinto (FRP)	Technical Cooperation Agreement	2017
Instituto Nacional de Estudos e Pesquisas Educacionais (INEP)	Technical Cooperation Agreement	2017
Serviço Social do Comércio (SESC)	Technical Cooperation Agreement	2017
RACSEL	MoU	2017
FIAM-FAAM Centro Universitário	Technical Cooperation Agreement	2017
Faculdade Latino Americana de Ciências Sociais – FLACSO	Technical Cooperation Agreement	2017
Fundação Roberto Marinho	Technical Cooperation Agreement	2017

Fundação Dom Cabral	Technical Cooperation Agreement	2017
Associação Escola Superior de Propaganda e Marketing (ESPM)	Technical Cooperation Agreement	2017
Universidad Católica de Uruguay – Rede Kids Online América Latina	Technical Cooperation Agreement	2017
Ministério da Ciência, Tecnologia e Inovação e Comunicação (MCTIC)	Technical Cooperation Agreement	2018
Instituto de Pesquisa Econômica Aplicada (IPEA)	Technical Cooperation Agreement	2018
Ministério da Educação (MEC)	Technical Cooperation Agreement	2018
Comissão Econômica para a América Latina e o Caribe (CEPAL)	Technical Cooperation Agreement	2018
Organização Pan-Americana da Saúde (OPAS/OMS)	Technical Cooperation Agreement	2018