R4D Research for Development

Social Media Engagement

a report of activities from the R4D project

www.cabi.org

euforic Services ltd

COMMS CONSULT

Section 1 Contents

Section 2 Introduction

One strand in the DFID R4D project explored the value of social media and other web 2.0 tools in encouraging uptake of DFID funded research material. We aimed to engage users and audiences in the online material as well as, more generally, increase knowledge-sharing and collaboration between researchers. This work involved desk research, prototyping and experimenting with a range of online tools and consulting with experienced practitioners in three Peer Exchange meetings held in DFID. This document summarises the main findings of that activity. In the document we describe:

1. why we focused on social media
2. how relevant are online tools for researchers, especially those based in the global South
3. what we mean by engagement
4. what is recognised as good practice in this emerging specialism
5. how success might be measured

Section 3 What is social media and why is it important for research uptake

3.1 Definitions

It's traditional to use Wikipedia definitions for terms like Social Media or web 2.0 because Wikipedia itself is one of the earliest and most successful examples of web 2.0 and it has thrived largely because of its social functionality. Wikipedia is created by its users. There are communities of volunteers, and some paid staff, who collaborate online to manage the site. Its multimedia content can be syndicated to other sites and it is open to anyone on the web.

> *Social media includes web-based and mobile technologies used to turn communication into interactive dialogue between organizations, communities, and individuals. Andreas Kaplan and Michael Haenlein define social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content."1. Social media is ubiquitously accessible, and enabled by scalable communication techniques.*
>
> *According to Kaplan and Haenlein there are six different types of social media: collaborative projects (e.g., Wikipedia), blogs and microblogs (e.g., Twitter), content communities (e.g., YouTube), social networking sites (e.g., Facebook), virtual game worlds (e.g., World of Warcraft), and virtual social worlds (e.g., Second Life). Technologies include: blogs, picture-sharing, vlogs (video logs), wall-postings, email, instant messaging, music-sharing, crowdsourcing and voice over IP, to name a few. Many of these social media services can be integrated via social network aggregation platforms such as Netvibes or Yoono.*

3.1.1 What do people do on social media?

These definitions fail to give a useful picture of why social media has become so important in such a short time, which can be illustrated in a number of ways:

1. Numbers are staggering, and generally well known. For example, from a standing start in the mid-1990s, reputable estimates suggest we are close to 200 million public bloggers; if Facebook was a state it would be the fourth largest; and Twitter has grown from 0 to 140 million users and 340 million tweets per day in only four years.
2. Numbers are global: with the exception of China and one or two other language territories, English language social media like Facebook dominate the globe. As we discuss below, although standard constraints to online and digital technology still apply in the global South, the picture is also changing there.
3. People spend time in social media spaces: the standard for Facebook users is at least daily visits, spending on average 20 – 40 mins onsite.
4. It has been seen as a young person's medium, and is undoubtedly true that the exponential growth and emergent culture of social media owes a lot to its rapid adoption by under-25s. However, there is plentiful evidence that use is growing in all demographics.
   - Under 25s were rapidly followed by under 35's and natural trends means increasing numbers of people in 20s and 30s have been using these media since they began.
   - In some territories, as in the use of Orkut in Brazil, social media are an alternative to standard internet sites since it is the first Internet experience for many people.

- The fastest growing demographic in UK and US is over 60s.
- It is now a standard journalistic and public media tool, whether used by the media industry or by business and governments seeking to influence and connect with these enormous audiences.
- Recent high profile examples of its use in political campaigning (e.g. Obama) and social movements (e.g. Arab spring) demonstrate its utility as a mobilizing and organizing tool.

In response to these trends, like most Government Departments, DFID is developing a strong social media presence and promoting its use within the Department[2].

3.2 How relevant are online tools for researchers?

The case for the relevance of online social media to development research uptake specifically rests on two propositions.

3.2.1 Audiences for development research use social media

In line with other sectors, using online media to disseminate and access development research is becoming simply the standard in mainstream organisations, which indeed is the premise of R4D. We have experimented with using social media in promoting and encouraging access to R4D content since the project's inception. However, the questions as to whether researchers, policy actors and other development research audiences are accessible via social media, and that research content is more accessible to these audiences through the use of social media, need to be interrogated along two axes.

3.2.1.1 The global South

The first question is whether these media are accessible at all in the Global South. The R4D strategy has been based on evidence of its use amongst 'Northern' research audiences and on the smaller body of evidence that usage has been growing elsewhere in the world. There is plenty of evidence that social media uptake is increasing globally amongst Southern audiences. However, there has been little clear evidence that this includes specific development research audiences unless one includes the body of anecdotal, personal and subjective material that suggests academic, research, NGO, commercial, Government and policy actors are using these media in the same proportion as their Northern counterparts once cost and other communication constraints are taken into account.

Accordingly, the recent research from an IDS team into the information ecosystem of policy actors in six Southern countries is very timely, and not only because it tends to confirm at least the direction of travel implied by the subjective and anecdotal evidence already mentioned. It focuses on what the report calls policy actors, people whose work is wholly or partially involved in developing or seeking to influence national and regional development policies. It is also a robust study, interviewing over 600 people in Ghana, India, Bangladesh, Kenya, Nepal and Ethiopia and analysed using a range of statistical tools. The research is not complete and will be published during Q2 2012. The main conclusions are as follows:

1. Do they have ICT access?
   - 90% a PC, 95% a laptop.
   - 40% now have a smartphone. (Interestingly, about 25% have access to more than one!). Note that this is especially significant, since it gives access to the riches of the Internet, and the apps ecosystem, which can push information – including development research – to users in easy to digest formats.

- The Pew internet survey (June 2011) suggests that the use of Tablets across the USA has risen to 8% over the last 12 months. Tablet use among policy makers in the South is slightly higher at 12%.
- 8% a game console (PlayStation, Xbox)
- Almost all those who have a smartphone have explored other features such as getting their emails, internet, sending instant messages, recording a video, etc.
- Over 80% have broadband at their office.

2. Information seeking behaviour
   - There is evidence to suggest that policy actors are increasingly searching for information themselves.
   - The easier Knowledge Intermediaries can make it for Policy actors to find the information, the more likely the research will be used in their decision making.
   - There is a strong demand for research, evidence, facts and figures.
   - There also seems to be a link between the demand for facts and early adoption of technology.
   - The sample had been reading news and media, research, government statements, NGO/Civil Society research – although local less so than international sourced research.
   - In terms of information sources the survey revealed that people get News and weather by Internet or TV; keep in touch via the phone; and face to face communication is preferred for information about Health, Government rules, transport, markets and money.
3. The author's preliminary conclusions:
   - Policy actors do have an appetite for research.
   - Although they rate international research higher than local research.
   - Policy actors are finding their own information.
     - Which implies we need to make it easy for them to locate research findings in easy to read forms. Perhaps local research needs to be found on international sites.
   - Policy actors are using the emerging technologies.
     - Which implies that creating smartphone 'apps' which push research onto their phones might be worthwhile.
   - Like all adults, Policy actors use a range of ICT to get information, and the media plays an important role in their lives.
     - Which implies researchers should actively try to get their research findings into the mainstream 'news'. Indeed, currently they see an absence of reporting on development which they would like to see filled.

3.2.1.2 Development researchers

The second question concerns the development research community itself. We need to know whether what we have learnt from early adopters of social media, such as campaigners and activists, transfers easily into this very different sector and whether there are any significant differences between the behaviour of Southern researchers.

Cheryl Brown carried out a study on adoption of web2.0 tools by Southern researchers[3] for GDNet. Brown notes that, 'Evidence from the Research Information Network[4] suggests that many UK academics are reluctant to adopt web 2.0 tools for their work. Brown learned that this is not a British phenomenon and researchers in developing countries often face additional barriers to adoption. Key findings from the study include:

- Although external research was predominantly only available on adoption of web 2.0 tools among academics in Europe, rather than in the South, levels of take-up among academics are relatively low.
- Internal data indicates that there are regional differences in adoption of web 2.0 tools among southern researchers both in terms of use and reasons why adoption has not occurred.
- There does appear to be a gender divide when looking at frequency and purpose of use of web 2.0 tools and women may have particular needs that should be addressed to encourage adoption, e.g. lack of time and concerns over security online.
- There are three broad reasons for lack of adoption: lack of awareness, being prevented from using them or choosing not to use them. Specific barriers include: poor infrastructure or lack of equipment, usability, time, perceived value or credibility of tools, and lack of institutional incentives.

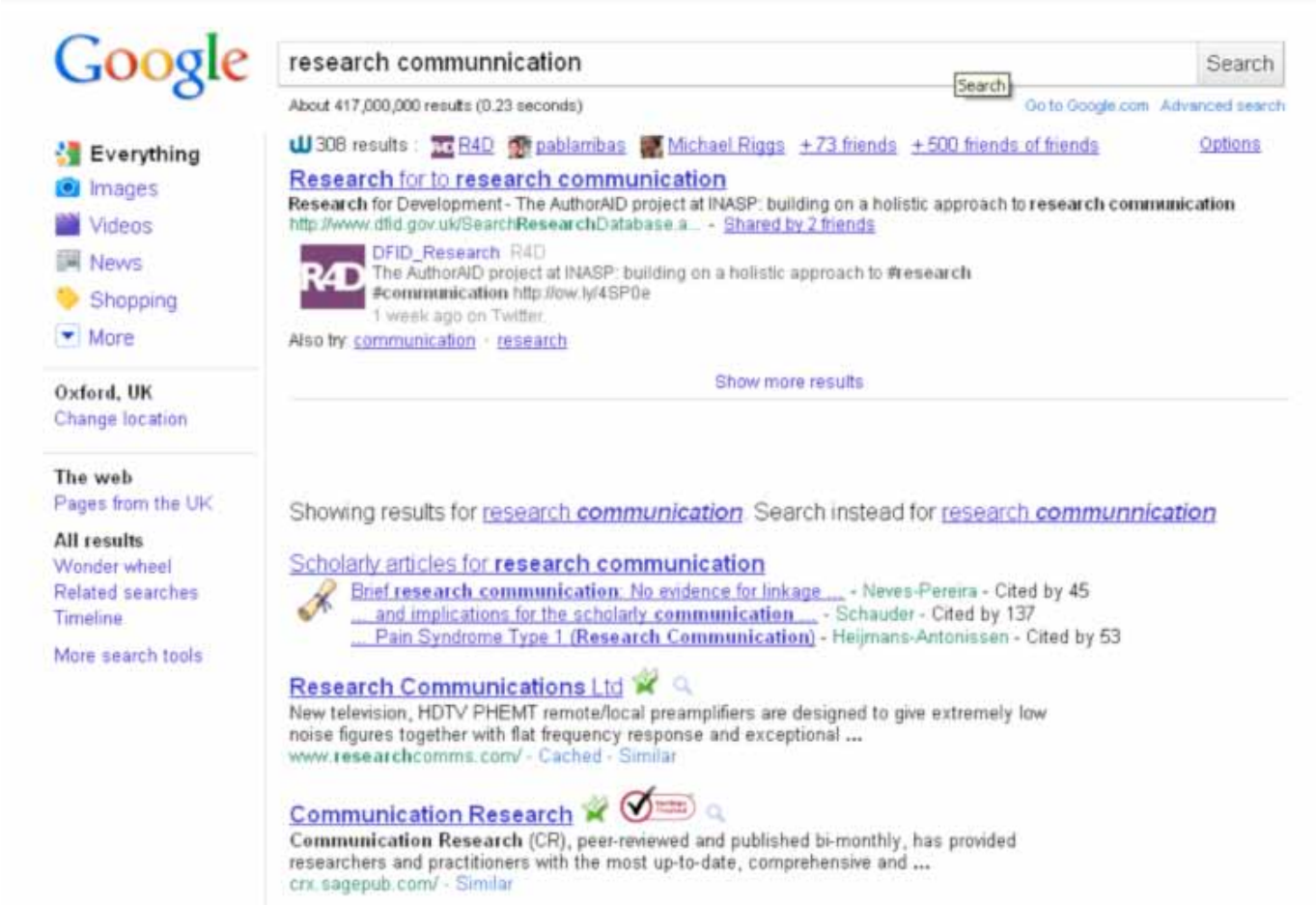
In the report these findings are discussed in the context of models that help explain why some individuals adopt technology, while others are more reluctant including: perceived risk, adopter categories and perceived attributes of innovations.

3.2.2 People who use social media are influenced by it

The USP of social media, especially from the perspective of people trying to use it as a means to connect with researchers, policy actors or other potential users of research, is that it is by definition a conversational medium. So it is lauded as *the* online medium for interacting with people online rather than being just another dissemination channel.

Online behaviour in relation to how we search for and use new information and knowledge resources is reflecting more closely the way that we operate in our physical social worlds. There is plentiful evidence that on a daily basis people rely on their friends and family as the most trust-worthy source for references and recommendations[5]. As we become more connected, recommendation through online social networks increasingly mirrors that behaviour. Recent research by the Pew Centre, for example, shows that, "Facebook is influencing what news gets read online as people use the Internet's most popular hangout to share and recommend content"[6].

The relatively new function of *Social search* takes this one step further. This enables users to include direct searches of networks on Facebook and Twitter as part of a standard Google search, as in the example below which uses the Wajam platform to incorporate search results from Twitter followers. An important consequence of this trend is the growth in importance of *influencers*, people who are active in social media and whose recommendations are followed by their many followers or friends. Newer social media monitoring tools such as Klout use this as a key component of their analysis. At the bleeding edge of social media trends, **www.empireavenue.com** translates this into a pseudo-commercial environment, where worth, in terms of influence, is 'traded' in an online stock market.



3.2.2.1 Echo chambers

Finally, we should not underestimate the importance of the 'echo chamber' effect of social media. This refers to the overlap between followers, friends or fans of organisations and individual working in allied or similar fields. So, in the example opposite, @FarmRadio retweeted the @KM4Dev account which was tweeting about the @IICD twitter account's promotion of an article on its regular journal. It is likely that in turn each of the three in turn would benefit from cross-promotion of content. In some senses this is simply expensive duplication of publically funded NGO effort, which is one interpretation of the graph below, mapped by the service **www.Twiangulate.com** (on May 1st 2012).

Note that this is not new: people have always asked friends and colleagues by email, phone or telegram to support publications or campaigns. Twitter ***et al*** simply makes this visible, and infinitely speedier. However, as is illustrated in the case studies below, echo-chambers can have a powerful positive impact in that they amplify strongly the distributional impact of any one organisation's content. This is the basis of metrics which purport to show the reach of a particular group of accounts or individuals through aggregating their followers. This is a highly contested area, partly since the provision of analysis services for Twitter and other social media is a highly competitive market and companies keep the details of their own algorithms hidden. Also, it is certainly questionable whether simply adding together all the unique followers of any group of accounts delivers an indicator of significant value. However, the size of the numbers involved and the cross-promotional impact of mutually-reinforcing organisational and individual profiles does provide some pointers to the potential value of such connections. For example, Twiangulate provides the following highlights of the analysis mapped in the diagram above:

- @DFID_Research's 50 biggest followers have a combined reach of 2,392,764
- @IDS_UK's 50 biggest followers have a combined reach of 3,639,250
- @odi_development's 50 biggest followers have a combined reach of 4,300,481

Perhaps more convincing is this example from DFID's own campaigns, which aim to work with a range of media partners:

The slide illustrates the impact of telling the DFID story on GAVI. It shows that using DFID's own networks 'reached' over 50,000 people with material on that day. However, getting the content on external platforms had much more impact, especially from retweets by Number 10 and Gates. This had an ostensible 'reach' of over ***5 million***, and dfid_uk trended briefly on Twitter (i.e., were the second most talked about thing on twitter, second only to the news of the day which was the announcement that the BBC TV centre was to be sold.)

3.3 Does the use of social media increase research uptake?

This question has been at the centre of our experimentation in web 2.0 and social media during R4D Phase One. Below we describe some of our experience and address some of the questions which need to be answered in order to establish the Return on Investment of investing in social media for development research.

1. We believe we have evidence that using social media increases the number of people who know about specific research projects, and indeed development research generally.
2. We have evidence that people who are connecting with development research are likely to share that research.
3. The statistics we and others have gathered show that the research so shared is accessed, or at least items are read and/or downloaded.

However, whether the accessed research is then influential in the work of the '***accessee'*** isn't a question that we have been or are addressing in this project. It is a more general issue, whether research, once accessed has value to users.

Section 4 What do we mean by engagement?

4.1 What is online engagement?

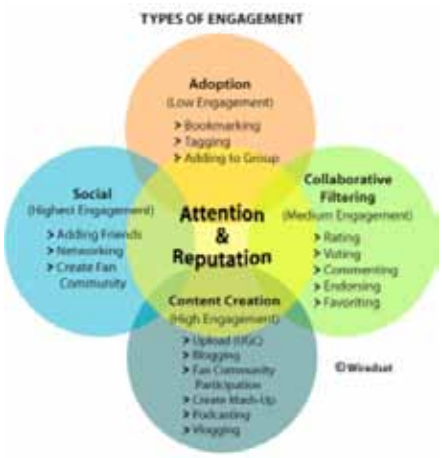
As websites first developed, the talk was first about ***viewers***, reflecting uncertainty about the place of the Internet amongst the dominant broadcast media. As the upstart media gained confidence website managers and editors adopted print slang and chased ***eyeballs***, counting them as indicators of success for their online broadcast sites. Eyeballs became ***users***, who had to be seen ***interacting*** with sites managed by webmasters. Since 2008 people with job titles like Buzz Director or Solutions Guru have been trying to build and increase ***engagement*** in their multi-platform social spaces by people active in a range of digital media. This increasing emphasis on two way communication and conversation has transformed organisational communications and is crucial to effective online knowledge sharing.

As illustrated opposite[7], engagement in this context is generally taken to mean individuals moving from simply accessing or consuming the content and services offered by an online platform to becoming more involved in the platform, recommending or promoting it and actively co-creating the content. There is a wealth of material available on the web discussing and recommending how people can be encouraged to move up this ladder of engagement. Most, including the author of this diagram[8], stress the central importance of conversations between organisations and individuals in encouraging people to move up from the lower steps on the ladder. This of course implies resources being available and committed to connecting with individuals in the audience, as is illustrated by our Twitter case study below.

4.2 Why is engagement important?

Online media accessed through digital devices – PCs, pads and mobile phones – play a central role in all areas of knowledge and research. It is therefore crucially important to understand the online behaviour of the target audiences for development research as well as the wide range of available platforms and tools which can be exploited by project teams. Looking from the perspective of user engagement highlights a number of issues:

- Effective knowledge sharing is based on conversations between people, who share and discuss content and ideas. Sharing and promotion of research findings therefore means becoming part of the 'web of flows' and connecting to audiences in the spaces and with the tools they are using. In this context, increasing engagement means understanding how to bring audiences closer to the content, and to provide services that bring those audiences together to discuss and, ideally, pass on or recommend both the content and the discussion.
- Engagement at the beginning of the research cycle is an efficient and effective way of finding out what are the knowledge gaps, and building demand for research with intended users e.g. policy-actors and development practitioners.
- Sharing findings as they emerge with others will help shape both the direction of research projects and any emerging thinking along with others that include research peers and ultimate users.
- Communicating early on can help to 'flush out' thinking that is usually invisible to researchers (because it's not captured in peer review publications that are the usual fodder of standard literature reviews).



•This is taken one important step further in collective or crowd-sourced research, where scientists and other researchers collaborate with each other and wider audiences on their investigations. Its potential has long been recognised, as a means both to accelerate and enrich the process, as well as to connect with different groups of interested or influential people. However, conventional wisdom holds that this kind of open sharing and joint activity is at odds with the nature of the research process, where the tradition is for solo teams of researchers to prepare their findings privately before putting them out to review and where, especially in an academic and commercial context, advancement and success is seen to depend on secrecy. Nonetheless, a growing number of examples demonstrate the power of such collaborative work[9] and, if trends in other areas are any guide, the exponential deepening and widening of networks that social media brings in its train is likely to strengthen this tendency significantly at least in the medium term.

People engage online in many different ways, as is illustrated on the right. This diagram also introduces a technical dimension. Increasing involvement with online platforms often entails individuals using a growing number of different digital tools and platforms. In order to engage with and exploit this deepening relationship, organisations need to develop a presence and activities across a similarly wide range of different environments and add social functionality to their sites. In 2012, alongside traditional websites, a standard organisational or project tool-set is likely to include one or more of Blogs; Twitter; Facebook or other online social networks; YouTube or similar; Flickr, or similar for photos and images; Delicious, or other tagging tool; possibly some kind of location tracking or sharing utility; all linked together using feeds.

This diversity enables people to integrate a site, or a series of platforms and their content, into their own digital stream-of consciousness. In turn, these are integrated into the overall flow of content between and among the platforms on the wider web. This concept of the web of flows - "a new basis of interaction through connected relationships, ubiquitous connectivity, and rich, outside-the-browser client applications"[10] - is central to understanding how best to communicate knowledge. It isn't yet generally a recognised or important part of the 'average' researchers' communication environment. There are few incentives and even less resources set aside for researchers to systematically communicate their research (although this environment is slowly changing). Even where resources exist, it is most likely to be spent on more conventional 'dissemination' activities such as websites, policy briefs, workshops and conferences. There is increasingly innovative work being done by 'research information intermediaries' (also called knowledge brokers) who experiment in and with the spaces between research and its publics to inform policy and practice.

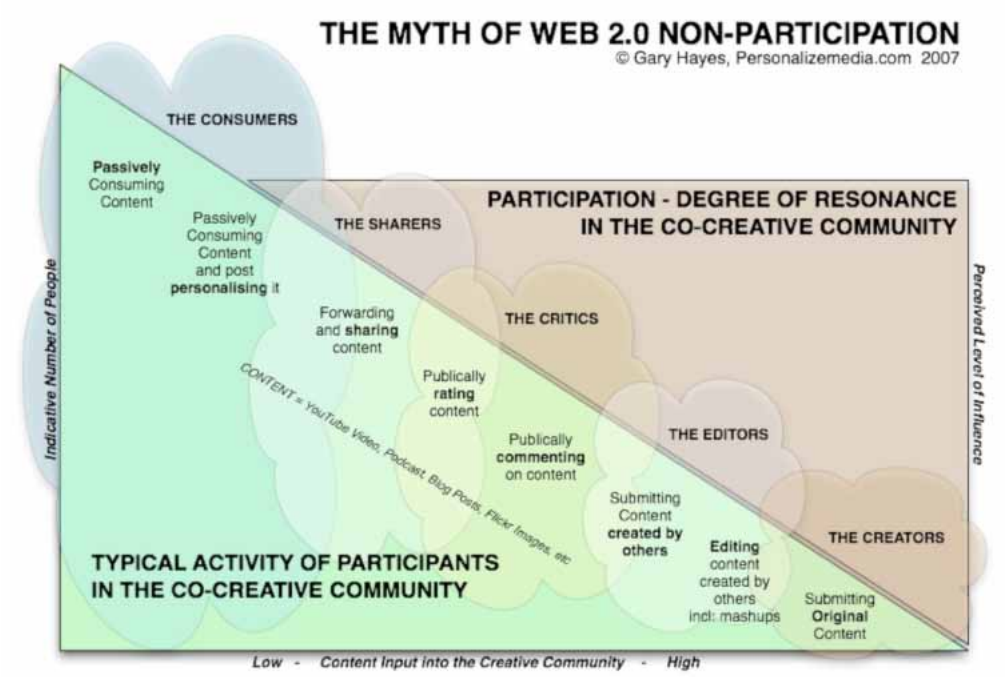
Much of this interaction will take place on a mobile phone, or perhaps these days on a tablet device such as the iPad. The maturation of these trends is leading some researchers to talk about a post-PC era[11], as illustrated below.

PC era			Post-PC era		
Characteristic	**Definition**	**Example**	**Characteristic**	**Definition**	**Example**
Stationary	Fixed place	Desktop PC acts as a digital hearth in the home	**Ubiquitous**	Any place	Smartphones used in retail stores enable computing where none occurred before
Formal	Defined start and end	Boot up and shut down PC	**Casual**	In-between moments	Checking email on a smartphone while in line at Starbucks
Arms-length	At a distance	Desktop PC sits on furniture	**Intimate**	Close to your body	Laptops and tablets rest on your lap
Abstracted	Limited physical interactions mediated by keyboard and mouse	Clicking on a web link to navigate to the next slide in a slide show	**Physical**	Direct manipulation through touch; use of body via gestures and voice	Swiping to the next slide with your finger

58986 Source: Forrester Research, Inc.

Interestingly, the IDS research referenced above found similar tablet usage trends in their research sample[12].

However, being ***engaged*** online does not equate to being ***active*** online. Active participation in online spaces remains a minority occupation, corresponding to a widely observed rule-of thumb that 1% of populations are active content-creators, 9% occasional creators and 90% largely passive[13]. However, the reality is more complex, as illustrated below. In Web2.0 and the myth of non-participation[14]. Hayes argues that the web has evolved to cater for this pattern, giving the example that simply viewing a video on YouTube drives the placement of videos on the site and in searches.



Section 5 What is recognised as good practice in this emerging specialism?

5.1 Case Study: Social media for dialogue and consultation: DFID Research Strategy

This case study describes and reflects on the approach we have been adopting **to connect and engage with different R4D audiences** in the context of the public consultation on the new DFID research strategy and its official launch.

The project was carried out in the period 2007-2008 so the story we want to tell here is in this sense not particularly new. A lot has changed in the meantime in terms of both technology and access to the net in developing countries. Tools such as Facebook and Twitter were in its infancy and by all means not as popular and mainstreamed as they are today.

Nevertheless, we think that discussing the process we adopted can help in better understanding how **blogs, videos, RSS feeds and email based discussion groups** can work with each other in an integrated, aligned, complementary and strategic system. More important, how this system can be used to widen the conversations, reach a wider audience and offer them different channels to participate.

5.1.1 Background

The global conversation around DFID's Research Strategy[15] was launched at the end of June 2007, with a consultation process asking a series of questions around **what** research DFID should be funding in the period 2008-2013 and **how** to get research into use.

Beginning in September 2007, our involvement in the consultation process specifically aimed to:

1. Publicise the e-consultation process;
1. Extend the reach of the consultation to Southern research suppliers, users and knowledge intermediaries; and
2. Enable feedback and interaction among different elements of the consultation process.

As things developed, we were also asked to support the communication of the main messages of the newly launched strategy, in April 2008.

There were 3 phases in the overall project:

1. **September – December 2007**: Setting up channels and infrastructure, connecting and engaging with different audiences;
2. **October 2007 – January 2008**: Feeding back the messages and conversing with the audiences;
3. **April – May 2008**: Communicating the main messages of the newly launched strategy, as well as collecting and publishing commentaries from leading figures giving their perspectives on the strategy.

5.1.2 Process

September – December 2007: S**etting up channels and infrastructure, connecting and engaging with different audiences**

The information regarding the consultation process was already available on the DFID and R4D sites. However, most of this information was contained in pdf documents which were heavy to download, especially in low bandwidth environments. Comments and inputs to the strategy were possible through the DFID site, filling in an online survey.

We introduced 'social' tools to connect with networks beyond DFID's immediate orbit. Our communication and conversation platform comprised a rather simple toolkit: a WordPress blog; a discussion list on Dgroups; RSS and email alerts from Feedburner.

- In late **August 2007**, we set up the **Research Dialogue blog**[16] and started 'populating' it with the various **consultation questions**[17], announcing these widely, then encouraging people to contribute their thoughts and experiences using the 'comment' functionality of the blog. The blog became the **home base** for this project, giving us the possibility to produce content that was much more 'open' and could 'travel' better on the net.
- To widen access, we published the blog RSS feed, and the posts related to the consultation in particular, through FeedBurner. Users could subscribe to this content in their reader or to receive an email in their mailbox directly.
- We built our mailing list using Dgroups.

The consultation feeds were republished and marketed through a series of other **outposts** such as R4D and DFID sites, other partner sites, newsletters etc. We also **identified networks** likely to be interested in the issues and likely willing to re-disseminate information about the consultation and the questions to their stakeholders. We also **contacted some groups in developing countries** asking for similar outreach and encouraging them to organize a small national consultation if desired[18].

October 2007 – January 2008: Feeding back the messages and conversing with the audiences

As the consultation progressed we **fed back to the users the messages**[19] emerging from the consultation, the reports from the face-2-face in country workshops and papers received from other actors**,** posting regular content through our communication system and collecting additional comments.

In particular, in the period from December 2007 to January 2008 we used the Dgroups to reach its members with few targeted email message inviting them to sign up for email alerts or RSS feeds on the consultation process generally, or on specific thematic alerts from the R4D portal.

April – May 2008: **Communicating the main messages of the newly launched strategy**

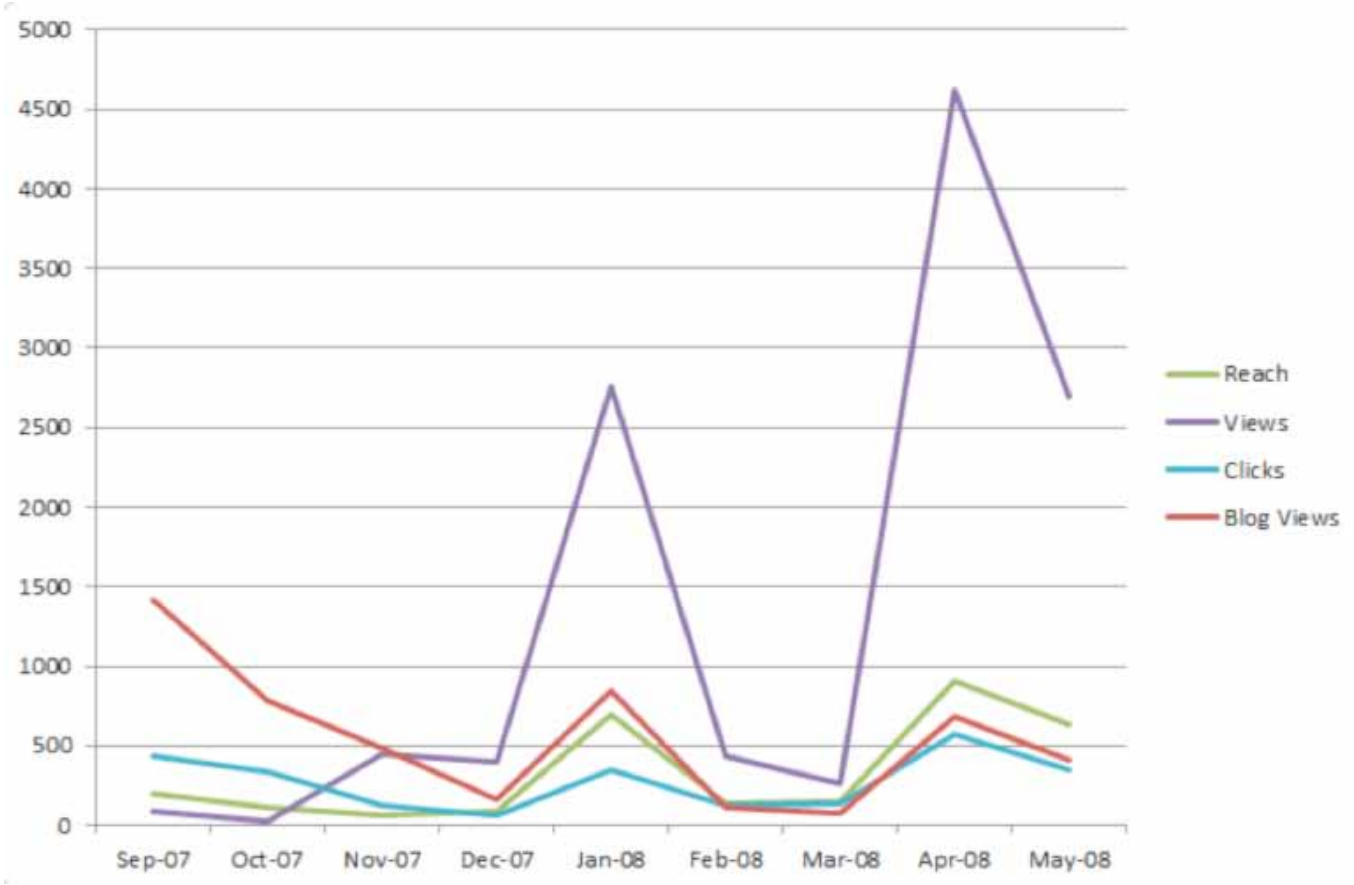
On **22 April 2008**, the Secretary of State for International Development, Rt. Hon Douglas Alexander, MP, launched the new research strategy for the UK Department for International Development (DFID). Our social media system could now serve the needs of a new campaign: **communicating the main messages of the newly launched strategy**, as well as collecting and publishing **commentaries form leading figures in UK and beyond** giving their perspectives on the strategy.

- We added video to our channel mix, launching the**R4D channel on BlipTv**[20]with short interviews of DFID staff, London based researchers and development users of research.
- We used our Dgroups to inform the list members about the launch and where they could download the electronic version of the strategy document as wells background briefing papers.
- We also pointed the Dgroups members to the blog, where they could listen to the videos, as well as reading commentaries from some leading external experts.
- We used the Dgroups again for targeted email message inviting members to sign up for specific thematic alerts from the R4D portal.
- For a couple of weeks, we published daily posts and videos, with an average of a couple per day, to inform our readers without overloading them with content.

5.1.3 Results

Looking at the usage of the different platforms and the level of engagement that we managed to generate, the following data and indicators can be collected:

- From September to December 2007, the new **blog** registered **3000 views and 113 comments** to the various consultation questions. **10 comments** on the strategy were contributed through Dgroups - these included comments from the in country face-2-face consultations, therefore representing the views of many;
- Between September 2007 and May 2008 we registered approx. **5000 views** on the blog;
- R4D Channel **videos** registered approx. **11000 views** between April 2008 and April 2009.



- From September 2007 to May 2008, the consultation and blog **feeds** registered:
  - 12444 **hits**
  - 11731 **views**
  - 2498 **clicks**
  - 3006 **reach**[21]

The graph above shows the take up of the consultation alert/feeds, especially the boost in December/January after we advertised it, and the spike in April connected to the promotion of the strategy launch. The decline in some months is clearly due to the absence of new news items;

- By April 2008, we registered **813 members on Dgroups;**
- In total the whole consultation process received inputs from around **2000 individuals and organisations. 6% of the total** inputs to the consultation came through social media channels. Further, contribution received through social media platforms represents an **additional 30%** of the 400 people who responded to the DFID website survey.

5.1.4 Reflections

Communications through social media platforms had a **positive impact in disseminating the e-consultation process** beyond DFID's main channels. The **content was open and accessible**: it could travel on the social web and be easily linked to or reused by others. More importantly, **users could subscribe to it in different channels and forms**.

The online platforms we set up also allowed us to **extend the reach of the consultation to Southern research suppliers**, **users and knowledge intermediaries**; we have acquired an interesting number of additional contributions and we connected with groups and received a relatively high number of additional inputs. Also, we could collect details of most of the people involved in the consultation process to better understand and analyse the different stakeholders, and to be able to easily reach them in the future.

Moreover, the different online platforms, and the ways we integrated them, also enabled us to **aggregate and curate content** in order to bring together the different elements of the consultation (survey results, blog comments, reports from the face to face meetings) in a **coherent, comprehensive and efficient information system**.

As a spin-off of the work around the consultation and the strategy launch, we successfully **marketed the different thematic R4D RSS feeds**. The traffic for these feeds shows the same peak in December/January that we saw in the graph of the consultation feeds and it can be partially ascribed to the additional subscribers obtained through the R4D consultation alerts and related marketing activities.

Finally, once the platform was in place and the dots connected, we could easily use the different channels to enable feedback and interaction among users and to build an audience for the future. We used these channels to communicate the research strategy launch and to discuss elements of the strategy with those who had become engaged.

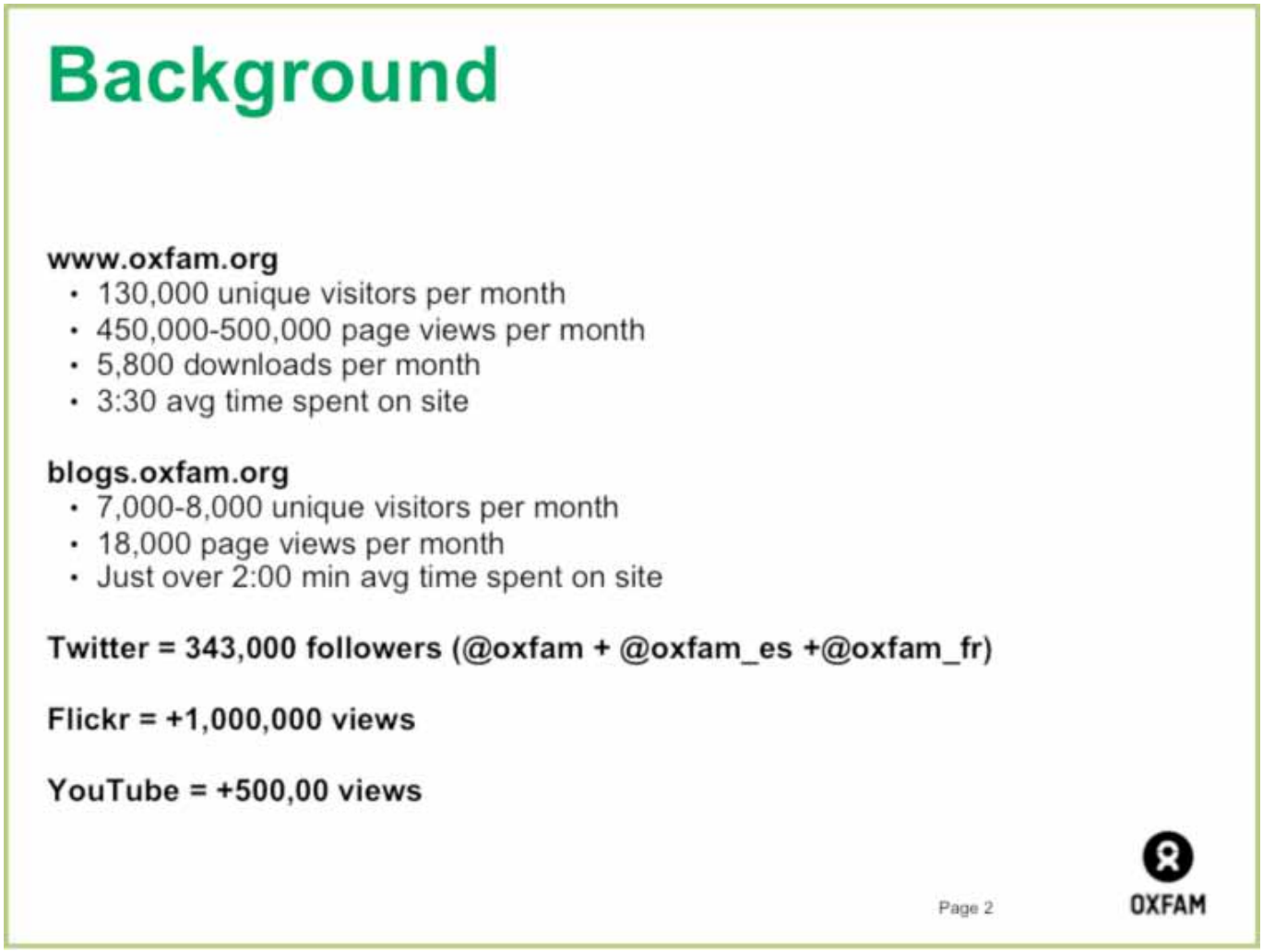
5.1.5 Starting again today...

Since this project was carried out, several new tools have come into the mainstream and could be added to our initial toolkit. Likewise, our understanding of social media strategy and tactics has matured. However, its core elements, principles and approaches would be the same.

- We would make sure we **have better way to monitor traffic and usage** of our home base. The site stats from WordPress are not as detailed as Google Analytics, especially in getting a better picture of country visits and users' behaviours, which in turn influence choice of marketing channels.
- More importantly, we would make full use of additional outposts and communities, using **Twitter** and **Facebook** and other existing online networks and communities to reach additional constituencies and to '**spin the links**'.
- We would also use **link shorteners and query strings** to better track the traffic from the different social networks.
- We might start earlier, telling people **where and how** they might be able to **hear and be heard** on issues relating to the DFID Research Strategy (which, after all, was an announcement of the biggest government spend on development research in the world). We know that people tell other people, if they have enough notice.
- Finally, we would develop a **more consistent editorial plan** that didn't have a sudden 'stop' after the research strategy launch. This would minimize the imbalances between months in terms of content which, as the data shows, reduced user retention and limited opportunities to foster dialogues between the different campaigns.

5.2 Oxfam International

Oxfam International is an acknowledged leader in the use of social media to support its programming and campaigning work. Joel Bassuk, Web Manager for Oxfam International shared his learning at a Peer Exchange organised at the DFID offices in November 2012.



A copy of the full presentation is included as Appendix One.

5.3 Case Study on @dfid_research Twitter account

5.3.1 Basic good practice

> *"The savvy Twitter user realizes that the effective communications aren't just 'pushing' content to readers, but they are also creating dialogue and conversing with others by replying to them. I use this tool as a global chat room, responding to others, building relationships, and listening in. Like blogging, the rule of anti-marketing marketing is required for success, engage your community. Unlike traditional forms of advertising and marketing, Twitter is "opt-in" meaning that users will 'follow' a twitter account and abuse will result in a user unsubscribing."*

In the beginning we ran the R4D twitter account from a feed, so that every time something new went on the portal an automatic tweet would be sent to our followers. We employed a low engagement strategy and for nearly a year we had very few followers. From June 2010 we changed our approach – we began to engage and manage the account manually. The result was a fast growing following based on active engagement and tailored tweets.

5.3.1.1 Our Aims

Through regular and active engagement (Social Media Animation) with organizations and individuals on twitter, we aimed to:

- Share and promote R4D content.
- Raise public awareness of, and provide information about, events, conferences, workshops and research programmes.
- Raise public awareness of calls for proposals published on R4D.
- Encourage online debates and conversations around development research and projects funded by DFID (enhance the transparency of research).
- Drive online traffic back to R4D – BUT actually we learnt it's not about driving traffic back to the site, it's about raising awareness of R4D as a resource and enhancing the transparency of the research to active social media users.

5.3.1.2 Daily Actions

1. Schedule 16-20 Tweets daily from Monday to Friday.(This currently takes between 20-40 minutes each morning, using Hootsuite to set them to go out hourly throughout the day from 9am – 2am.
2. Use #hashtags to engage in conversations around specific research areas (see appendix A for a list of tags that we currently monitor and use). The Tweets are on:
    - Research News from R4D (anything new added to the site*).
    - R4D Case Studies (both new and from the archives).
    - R4D Projects and Programmes (both current and completed).
    - Research to Action articles.
    - Other stuff we find interesting (including re-tweets) that are of interest to our followers.
    - *Research News Tweets go out on an automated feed, but we often re-word them and send them out again in snappier, shorter prose.
    - On the days of specific events (i.e. International Women's Day or during the Aid Review) tweets are themed to join in with the conversations happening around that topic. Using specific hashtags (#IWD or #AidReview) and re-tweeting others to encourage engagement.

5.3.2 Twitter Lists

We also followed a number of lists created by other twitter users (such as @DFID_UK and other development organisations). We have begun to create our own lists of different follower groups, which we aim to invest more time to in the future. By creating these lists we hope to form a series of different groups or community profiles so that we can manage our followers and keep track of what they are saying within their groups.

As our followers increase it will be useful to actively monitor the different conversations of these groups and join in these discussions. We also hope that our lists will be of use to other users who are looking to tap into a 'community' of practice. For instance, we have a list of journalists who report on International development issues. We created this list as a means to follow their conversations and contribute to these with relevant information. This list can also be used by others, and has the potential to facilitate sharing.

5.3.2.1 Follower/Friend Engagement

5.3.3 Ideas and experiments for engagement

We have repeatedly sought new ways of engaging more effectively with our followers:

- We have tried sending out questions to followers – but had little response.
- We thought about direct messaging journalists who follow us as a means of raising the profile of issues and events, but we were worried about spamming issues.

We have also thought about and practiced some of the following tactics, unpacked by Jeremiah Owyang:

- Event Integration – "Savvy brands and individuals are using Twitter to keep event attendees up to date on virtual and real life events.
- Twitter is a useful tool to keep people informed and up-to-date at events, promoting live streaming, live blogging, or to bring attention to speeches. We have tried this for other clients, and it works well at conferences and workshops were there is interest in the issues at hand. But it is dependent, we feel, on having a decent follower base. For those clients that don't, the level of engagement is limited.
- Project transparency - Web 2.0 tools encapsulate a philosophy of openness, transparency, and the free flow of ideas and thinking. Steve Bridger recently shared with us the view that you need to bring a different approach to twitter - to 'un-market' what you do by keeping people clued in to the back story. One way of doing this is by sharing the workings and objectives of your social media activities. We liked this thinking, and felt it was good to show a sense of purpose and openness to our followers. This can include sharing ideas on future activities and also making links to blogs and wikis, which contain the workings of projects. Steve's argument was that completed work often does not induce engagement, but sharing work that is two thirds complete is more likely to foster debate. We have started to do this by tweeting information on the management of our account, but sharing information on specific R4D related projects is difficult to implement because these are run by numerous external bodies.
- Pebble Strategy - Owyang describes this strategy as dropping little pieces of information bit by bit and letting it create 'ripples' across the twitterspere: "Recently, I announced my job change on Twitter, I dropped a series of 'pebbles' (tweets) explaining my move, why I'm leaving. Dozens of users responded back to me, "congrats @ jowyang" which promoted their network to see what I was talking about (they could visit my profile page to see what I said), building more interest. Finally, I linked to the blog post URL of my announcement in Twitter, and I received 91 comments on the first day. For more information, read want waves? drop a pebble." This kind of cross-promotional strategy is now common practice within communication programmes. It works well for publications, announcements or events that are coming up, building interest in what is going on before hand.

5.3.4 Monitoring and Evaluation

To date, we have done mainly quantitative recording and monitoring, using the tools outlined below. However, we are aware that qualitative recording and monitoring would provide a greater understanding of our reach and the overall influence of our engagement. Sharing this qualitative data to followers by talking about it and creating stories is an open and transparent way of building an understanding of an organisation's objectives and mission.

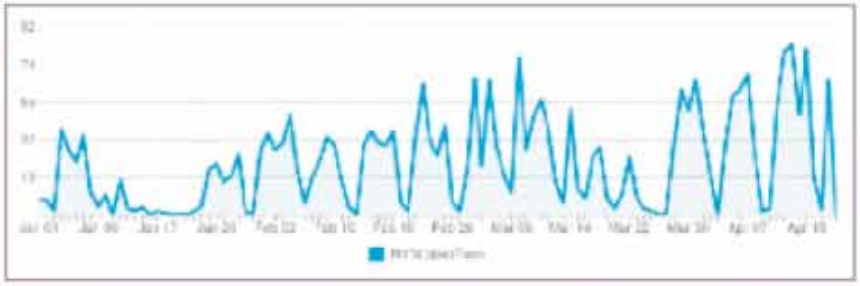
5.3.4.1 The tools we use

1. HootSuite allows you to create a series of streams based around your followers by category, your tweets and your schedule. It also provides a number of monitoring tools and is linked in to Google analytics:
   - Breakdown of 'click-throughs' from the ow.ly/ht.ly URL shortener.
   - Top 'influencers' that have mentioned @DFID_Research.
   - Most popular messages (number of clicks and RTs).
   - Clicks by region (% and numerical).
   - Top Referrers by clicks (Twitter currently second after search engines/Google).
2. We use Twitter Counter to analyse the follower stats. It gives us:
   - Numerical breakdown of the increase in followers (average of follower growth per day).
   - Stats for the number of Tweets sent out each day and our activity (RTs and mentions – engagement).
3. We use Twitter Karma as a way to monitor followers periodically, this allows us to see a grouping of people who either only follow us, or who we only follow. Through this site you can 'unfollow' or 'follow' people grouped in this way. It also allows you to list your followers in terms of account activity or how many followers they have – a useful tool to see the key players you are being followed by.
4. We also keep an eye on the Klout score. This gives a breakdown of your 'influence' and 'reach' (there has been some dialogue on the accuracy and true meaning of this rating, and we are concerned that the analysis is a bit broad).

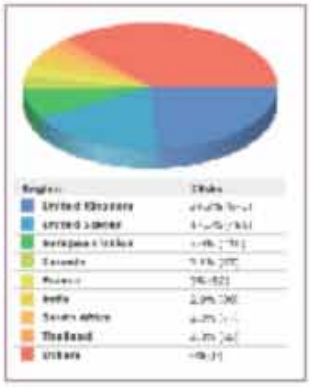
Statistics from the @DFID_Research Twitter account:

1) HootSuite Monitoring

This chart shows the number of url 'click-throughs' @DFID_Research's tweet urls have got from January to April 2011:



This is a breakdown of those clicks by region:



This gives a more comprehensive breakdown of the most popular tweets in the last four months:

2) Follower Growth

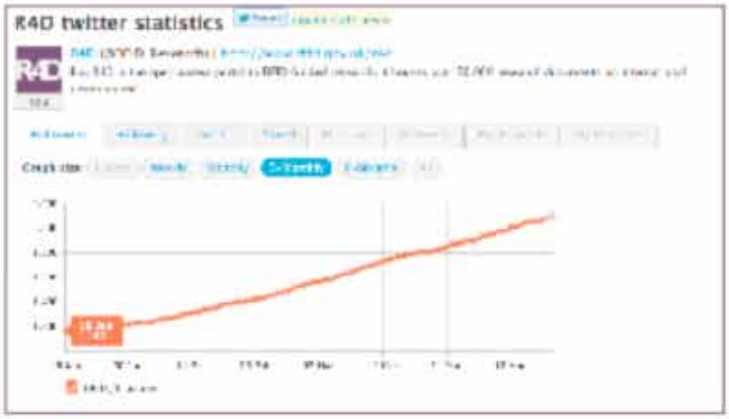
This graph from Twitter Counter shows our follower growth over the last three months.

Current follower count:

2,099

Current average growth rate:

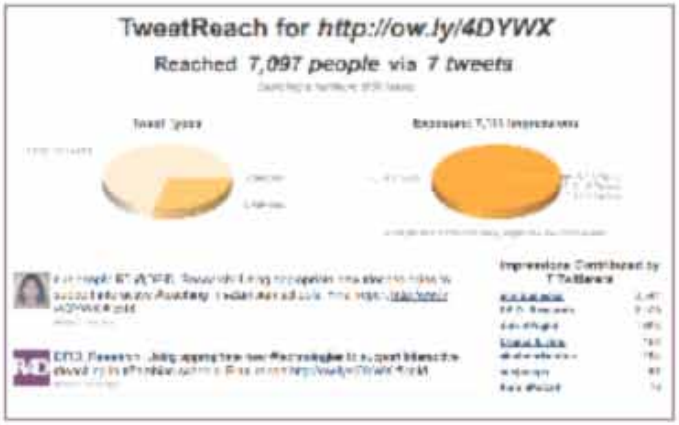
+12 per day



We aim to be transparent with our followers about our growth:

3) Tweet Exposure

We use Tweet Reach periodically to see how far a tweet has travelled across the Twitterspere:



Section 6 Tools and approaches to measure engagement

The issue of tracking the use of the different social media channels that we maintain, animate and participate in, is rather complex. Each of the tools we use gives us some data and indicators we can collect and analyse this information to track traffic and user's engagement. These helps us determine at which level of **The Engagement Pyramid** we are in any given point in time, and how this inform our social media efforts.

To further explore this issue, in February 2012, we convened a Peer Exchange session at DFID focussing specifically on how to measure the success (and failure) of research uptake and communication efforts. Nick Scott, ODI Communications Manager, provided a lot of food for thought to spark the conversation.

Over the past months, Nick has put a lot of efforts in looking at how ODI was doing its own M&E of research uptake. As a result, the organisation has adopted a new analytical framework - and a new set of tools to track usage and uptake of their research outputs.

The starting point for ODI to redefine its own M&E on research uptake was the recognition that the organisation was probably not 'walking the talk' - they were not making an efficient use of digital tools to measure success in research uptake. Few clear limits were present:

- **Providing accurate evidence on the uptake of our research outputs and activities**
  ODI was collecting web stats in a fairly standard way, similar to how most organisations have been running they website M&E. Regular reports were produced on website traffic, in a rather time consuming exercise. These stats were not able to provide accurate evidence at the output level as they were geared towards the overall organisational level.

- **Selecting metrics and indicators that matter in the social web**
  ODI was collecting data for hits, page views and downloads and the "tyranny of downloads" was a concrete threat. On the other hand, the rich, social web presents increasing new ways in which users engage with a site's contents, and metrics and indicators need to be put in place to capture this information.

- **Making use of the information collected and producing actionable M&E reports**
  M&R reports prepared by ODI Communication team were not widely shared within the organisations - researchers would get them only on demand. Besides, the information presented was very hard to interpret, and hence of limited use in informing the digital strategy of the organisation.

What are the ODI's M&E guiding principles?

Taking stocks of these limitations, 3 guiding principles underpinned ODI's work to re-think their M&E approach and technical solutions:

- **"Measure only what you can measure"**
  As much as digital tools can help in measuring research uptake, it is important to recognize that these tools cannot capture "what's in people's minds" and how exactly they have been using specific research outputs.
- **"Don't measure everything you can measure"**
  As there are numerous types of statistic that can be collected, it is important to make clear decisions on what to track - and what not. The choice of metrics and indicators is very much related to the goals you want to achieve, and how the information gathered can be put to use.
- **"Don't let the desire to measure to get in the way of a good strategy"**
  In today's social web, research organisations need to look at their online presence in a different way, as there are multiple channels and spaces where different audiences gather, discuss, share and engage. While disseminating research outputs through the wide, social web is part of an effective communication strategy, this will make it more difficult for organisations to measure and track success and policy influence.

What statistics are collected?

Amongst all the possible metrics and indicators that can be tracked with digital tools, ODI has selected a handful that will help them in determining to what extent their research uptake efforts have paid off. For each output that ODI produces, the following information are now collected:

- **Unique views and entrance pages**, using Google analytics. Country, location and (when possible) organisation affiliations of the visitors are also recorded.
- **Events**, in terms of attendance, views of outputs, download of multimedia material.
- **Feedback forms**, gathering qualitative data from users experience of ODI events, as well as how they have interacted with the ODI site to find what they were looking for.

- Media and social engagement, gathering mentions of ODI work in media types of organisations, as well as 'shares', 'tweets' and Facebook 'likes'.
  Mentions in Google scholar and the M&E log, that comprises more qualitative type of information that is difficult to track automatically; for example, positive (and negative) feedback received via email.

How is the ODI's approach put to work?

What makes ODI approach particularly interesting is how these different statistics are brought together into a structured dataset that can be enquired at any given moment through a dashboard interface. The dashboard can produce reports on the fly and provide evidence of the uptake of individual publications, events, and programmes - especially in terms of trends more than in absolute numbers. Different stats and indicators can be looked at to establish baselines and analyses to provide strategic guidance for different initiatives.

More specifically, the information that is made available through the dashboard is used by ODI to assess their capacity of influencing policy at 5 different level of assessment:

1. **Strategy and direction** - Is the basic communications work the right one to reach the intended goals?
2. **Management** - Is the communications work timely and able to reach the right people?
3. **Outputs** - Is the work appropriate and of high quality?
4. **Uptake** - Is the research output shared and passed along to other users?
5. **Impacts** - Is the research output contributing to change in behaviour, knowledge, policy and practice?

Is it worth it?

In spite of the great effort (and time) that was put in developing the ODI dashboard, for Nick there is absolute value in adopting a similar approach. To start with, this has allowed him and ODI to have now a much better understanding of M&E in research uptake and how to measure policy influence.

More specifically, the dashboard solution allows much better and more efficient reporting that would be impossible otherwise. It provides ODI's communications team with the evidence to back up what its already known, but not always proved: using a balanced mix of channels and a more comprehensive communication approach creates a positive circle that gives more mileage to the research outputs. ODI researchers are now more inclined to write opinion pieces that complement research reports, or to tweet about their new publications.

What does this mean for others?

The conversation that followed Nick's presentation touched upon several aspects that are worth capturing:

- The **specific dashboard implementation** that fits the profile of a research organisation such as ODI may be different for other development organisations. Donors such as DFID may require again a different implementation. However, the idea of having a central dashboard to monitor different projects, programmes and initiatives appears to be the right solutions to overcome some of the challenges related to M&E in development.
- While the "tyranny of downloads" is common to most development organisations, downloads are on the other hand what is often required by donors as an indicator of M&E in research uptake. However, **Google Analytics**, the market standards for tracking web traffic, does not provide reliable information in terms of tracking downloads. Some technical workarounds are possible, as presented by Philip Barton from CABI, but they all bear the risk of double-counting or under-counting. Moreover, it is not clear whether these solutions would be allowed by Google or they may seen as an infringement of Google's policy.
- The comprehensive approach that ODI uses allow for easy **cost-benefit analysis** to understand what online platforms perform better to reach specific goals, and how these platforms should be best used by the organisation.
- Looking specifically at the issue of **social media** and how it can support research dissemination and uptake, this depends very much on the type of outputs that are shared. However, for ODI a good 10% of their traffic is generated by social media. But traffic alone doesn't give the full picture. Increasingly, corporate website are losing their relevance on the social web, while users' opinions and judgement are determining the relevance of the work of an organisation.

- While the ODI dashboard tracks 'business as usual' indicators, it is important for research organisations and think tanks to be able also to monitor **debates** and see if their research outputs had helped in shaping these debates. Using Google Trends can help in this sense. Another valuable alternative is to do semantic analysis to see where on the web a particular concept has been used or expressed.

- **Donor organisations** such as DFID are collecting a lot of statistics and indicators but these are often kept within projects and programmes and not made available for all staff. On the other hand, when it comes to evaluating policy influence, this is often not well thought trough - and not enough effort is put in identifying what to track and measure, and how this can be used. A lot of awareness-raising is needed and, more importantly, the whole organisational 'psychic' needs to change to make effective use of M&E to provide good evidence of its work.

6.1 R4D Tools

Twitter

- On Twitter/HootSuite
- N of followers
- Retweets
- @replies
- Twitter Counter
- Follower growth
- N of Tweets
- Tweet Reach
- Impressions
- Twitter Karma
- Followers
- Klout
- Score
- Network influence
- Amplification probability
- True reach

Issue: How valid are their metrics and algorithms? Interview with Mr.Klout, Joe Fernandez

Facebook

Facebook Page Stats

From Facebook Insights we can collect a series of indicators and collect in an xls file. The top indicators include:

- Post views
- Post feedback (likes and comments)
- Likes (new page fans)
- Likes on post and in feed
- Comments
- Unsubscribers
- Page views

EdgeRank

Facebook defines EdgeRank as a mathematical equation: Affinity * Weight * Time Decay.

To determine the current EdgeRank you can use the EdgeRank Checker and login with an Admin account for the Facebookpage:

- 0-6 is below average.
- 7-13 is average.
- 14-19 is above average.
- Scores above 20 are excellent.

BlipTV/YouTube

With R4D, we use BlipTv as our primary uploading platform for videos since April 2008. However, for different reasons that emerged during the Mid Term review, in October 2009 we also set up a R4D Channel on YouTube and started to use this as our primary outlet for R4D uploaded videos on the social web. We managed successfully to integrate the 2 accounts on YouTube and BlipTv. Today all videos uploaded on BlipTV are automatically distributed and republished on YouTube. BlipTv dashboard allows up to keep track of views on that occurs also on YouTube and we integrate these indicators with a couple of items from YouTube Insights.

- Number of videos
- BlipTv views
- Total views
- Traffic Sources
- YouTube
- Other
- BlipTV
- Facebook
- Embeds
- MeFeedia
- iTunes
- Video RSS feed subscribers
- YouTube Channel views
- Total upload views
- Subscribers
- Demographics
- BlipTV engagement graph (percentage viewed / number of people)
- YouTube Community Indicators
- Community engagement by country
- Sharing
- Ratings
- Comments
- Favourites

SlideShare

- Number of presentations
- Followers
- Following
- Views (by presentation / total)
- Favorites
- Embeds
- Downloads
- Comments
- Tweets
- Facebook likes
- Email shares

Links

We started using Ow.ly to shrink the urls that we share on Twitter and Facebook through HootSuite. This gives us the possibility to track the following indicators:

- Total number of clicks
- Top items clicked
- Clicks by region

Google Analytics

This is the key component of the general M&E work we do on stats. However, it can provide very useful information on the volume and nature of traffic the different social media channels bring to R4D how users engage with its content through these channels. In particular we look at the following:

- Traffic sources
- Referrals
- Campaigns
- email newsletter
- feeds
- Twitter and Facebook

Some indicators are essentially **quantitative** and provide us, for example, with follower growth over time or views on videos and presentations. However, the different platforms and third party applications increasingly allow us to get **more insight on how users engage with the content and help us to increase the understanding of our audience**.

Together with this semi-automated data collection seems increasingly more important to focus the **work on social media M&E also on collecting stories and personal testimonies** (being them both positive and negative) and proportion these to whole. Equally interesting would be to **capture case studies of change, highlighting what people do with the information they get through social media, how and if they pass it on or how they use it.**

While we have started looking more into this qualitative type of analysis (in terms of case stories and testimonials) only recently, we have nevertheless been using a **comprehensive set of indicators and data for each of the social media platform to track traffic and user's engagement**.

Section 7 Appendix – Oxfam International

Managing the Social Media Mix

1. Know your audience
2. Content is king
3. Gather ye social media portfolio
4. Managing content
   - Make it find-able
   - Make it share-able
   - Make it searchable
5. Cross-link and promote
6. Tweet like a pro
   - Engage / educate / entertain
7. Making sense of it all
   - Have a strategy, and take time every day
   - Monitor and evaluate

OXFAM

Know your audience

You need to know who you are targeting your communications to…

1. Familiarize yourself with your site statistics
   - Google Analytics
2. Do a regular site survey
   - Free tools like surveymonkey.com
3. Do a regular content audit
   - This may be difficult but it will pay off

OXFAM

Create good content

Research reports, articles, policy papers, blogs, press releases, photos, videos, infographics, presentations, case studies, op-eds, interviews…

It all starts here. Focus on creating **good content**.

Create **clear guidelines**.

Which everyone can **easily access** online (intranet).

Have a clear workflow and sign-off process.

Be unrelenting in upholding professional standards.

OXFAM

Assemble your social media portfolio

The A-list: Facebook, Twitter, YouTube, Flickr
plus
Wikipedia, Google+, LinkedIn, Pinterest, tumblr, Scribd…
& don't forget RSS feeds

OXFAM

Make your content find-able

Most websites generate most of their traffic from search engines.

For Oxfam, >90% of SE traffic comes from Google.

Google accounts for >6% of all web traffic.

So you must pay attention to search engine optimization (SEO).

Write for the web.

OXFAM

Make your content searchable

- Have a powerful, robust, reliable site search
- Google can index your PDFs

OXFAM

OXFAM

Make your content share-able

People like to share.

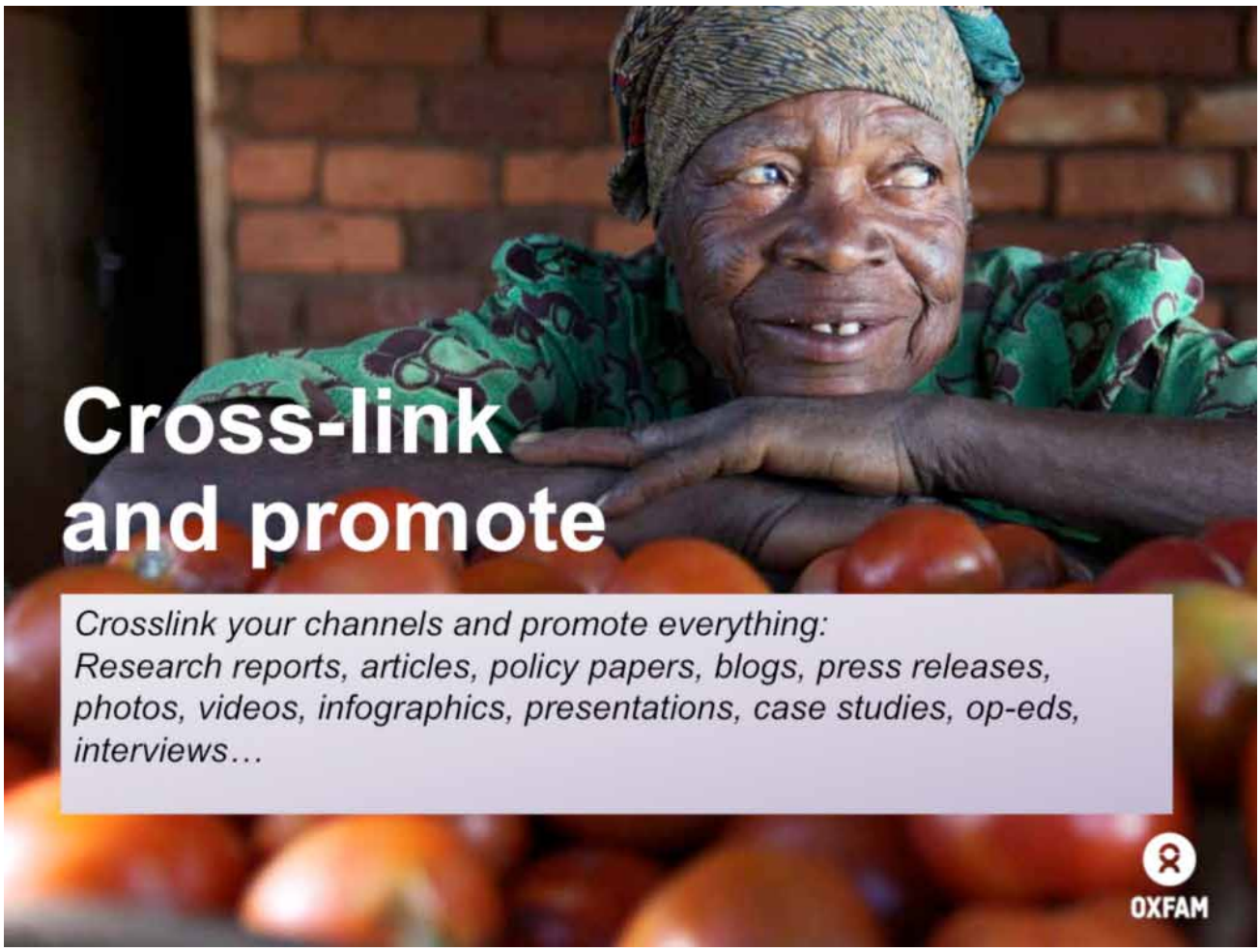
Be sure your readers can easily share your content (‘like, G+, etc).

OXFAM

Tweet like a pro

- **Tweet useful content**
- **Engage your audience**
  - Remember it’s a social medium
  - RT regularly, & participate in #FF
- **Tweet regularly (but not too much)**
  - Tweet as often as is sufficient and necessary.
  - Naturally this will change depending on external events (eg, a Haiti earthquake; you’re are at Rio+20 Summit, etc).
- **Use #hashtags**
  - Be aware of trending hashtags
- **Who you follow** reflects who you are
- **Promote** your twitter account
- **Track** your links
  - Monitoring allows you to see what works, when
- Use a **dashboard**

OXFAM



Remember all your channels

- **Wikipedia** is consistently in top 20 traffic drivers to oxfam.org
- **Scribd** has generated 3,000 views of our latest annual report within 3 months of posting
- Use **email**: more than 294 billion **emails** are sent per day. That's 3.4 million every second!
- If you have budget… AdWords/paid search

OXFAM

How to make sense of it all?

Strategy allocates limited resources by prioritizing what activities return the greatest investment value over time.

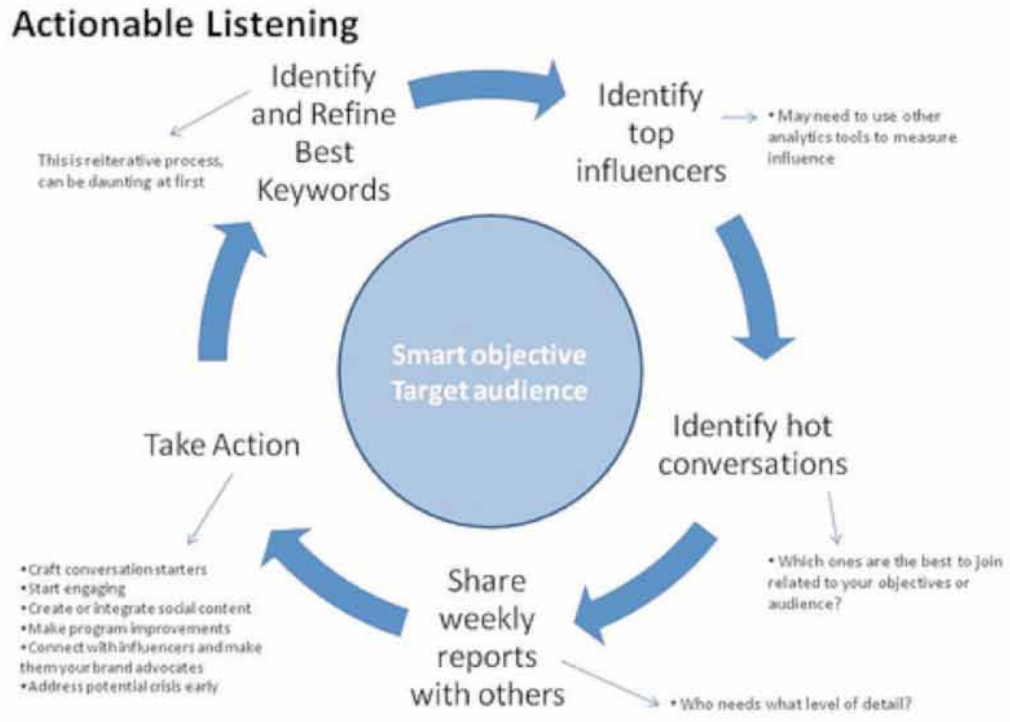
Have a social media strategy.

If you don't have a dedicated social media manager, spend only an allocated amount of time on it.

Monitor and evaluate. Then **adjust** your strategy and tactics.

OXFAM

"Actionable listening"



Credit Beth Kanter

OXFAM

Links

- https://twitter.com/#!/freestyleint/status/190720992467894272
- http://onebiginternet.tumblr.com/post/20545503902/new-study-shows-56-percent-of-content-shared-online
- http://searchengineland.com/social-tracking-integrations-for-google-analytics-99928
- http://prezi.com/grpswbylywkz/responding-to-digital-disruption-of-traditional-communications/
- http://www.socialmediaexplorer.com/social-media-marketing/26-twitter-strategy-tips/
- http://www.bethkanter.org/action-listening/
- http://www.bethkanter.org/tools-sm/
- http://www.bethkanter.org/dashboard-tips/
- http://socialmedia-listening.wikispaces.com/Instructional+Demo+Links
- http://www.euforicservices.com/2012/02/how-odi-uses-digital-tools-for.html
- http://www.intersectionconsulting.com/tag/digital-strategy/
- http://mashable.com/2010/06/17/twitter-strategy-business/

OXFAM

Questions?

Do you post the same content on all your social networks?

Where does user-generated content come into the mix?

Joel Bassuk, Digital Communications Manager, Oxfam International
joel.bassuk [at] oxfaminternational [dot] org
On Twitter @blazing
…I'm also on LinkedIn, Flickr, Posterous, Blogspot, Wordpress, Delicious, Facebook…

OXFAM

Section 8 Endnotes

1. Kaplan, Andreas M.; Michael Haenlein (2010) "Users of the world, unite! The challenges and opportunities of Social Media". Business Horizons 53(1): 59–68.
2. Slides from DFID web team
3. 'Are southern academics virtually connected?' A review of the adoption of web 2.0 tools for research collaboration by development researchers in the South. By Cheryl Brown for GDNet **http://cloud2.gdnet.org/cms.php?id=web2.0_study**
4. **If you build it, will they come? How researchers perceive and use web 2.0 | Research Information Network** http://www.rin.ac.uk/our-work/communicating-and-disseminating-research/use-and-relevance-web-20-researchers
5. References available
6. **http://pewresearch.org/pubs/1516/millennials-panel-two-millennials-media-information**
7. **http://groundwire.org/blog/groundwire-engagement-pyramid**
8. 'Beefing up the middle' **http://groundwire.org/blog/engagement-pyramid-middle**?
9. See, for example, **http://www.guardian.co.uk/education/2011/may/22/open-science-shared-research-internet**
10. Coined presciently in 2008 **http://www.stoweboyd.com/post/935496252/the-future-os-the-web-of-flow**
11. **http://blogs.forrester.com/sarah_rotman_epps/11-05-17-the_post_pc_era_its_real_but_it_doesnt_mean_what_you_think_it_does**
12. **http://www.impactandlearning.org/2012/04/digital-information-on-move-rise-of.html**
13. **http://www.guardian.co.uk/technology/2006/jul/20/guardianweeklytechnologysection2**
14. **http://www.personalizemedia.com/the-myth-of-non-participation-in-web-20-social-networks/**
15. **http://www.dfid.gov.uk/r4d/features.asp?FeatureID=58**
16. **http://r4dconsult.wordpress.com/**
17. **http://r4dconsult.wordpress.com/2007/08/31/formulating-priorities-for-dfid-s-research-strategy-2008%E2%80%932013/**
18. The messages on the consultation were sent to:
    - Euforic members, mainly development organizations in Europe, including some networks in their own right.
    - EADI, European development research and training institutions, and its members.
    - CGIAR, via the 'information' and 'communication' communities.
    - Global Forum on Agricultural Research and its regional/national constituencies.
    - FAO, information/communication community.
    - R4D portal of DFID.
    - Global Forum on Health Research.
    - COHRED, Council on Health Research for Developmen.t
    - IRC, international water and sanitation center.
    - GDNet Africa.
    - Several Dgroups discussing health, agriculture, research, and information.
    - SARDC and CODESRIA, regional social science research networks in Africa.
19. **http://r4dconsult.wordpress.com/2007/10/01/emerging-messages-from-the-consultation/**
20. Later on in 2009 we started using YouTube as the public video channel for R4D while BlipTv remained and is still used in the background for uploading and cross posting videos on other platforms
21. Reach is the total number of people who have taken action — viewed or clicked — on the content in your feed.

Euforic Services
Oxford, United Kingdom.
E: info@euforicservices.com