



Bureau
International
des Expositions

Bulletin 2020

**Expositions, citoyens
et capital social**

**Expos, citizens
and social capital**

Bureau International des Expositions (BIE)

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des Expositions**

BULLETIN 2020

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L' édition du Bulletin du BIE 2020, intitulée « Expositions, citoyens et capital social » est consacrée aux relations entre citoyens et communautés et à leurs transformations tout au long du processus de préparation et de mise en œuvre d'une Exposition Internationale, qu'elle soit Universelle ou Spécialisée.

Méga-événements attirant des millions de visiteurs, les Expositions sont des moteurs de transformation urbaine. Elles accélèrent le développement ou le renouvellement de leur ville hôte, ouvrent de nouvelles perspectives et opportunités, et initient et accompagnent des changements profonds en faveur d'un progrès durable. Les Expositions sont également des vecteurs et des catalyseurs de transformation sociale. De la phase de candidature à celle post-événement, elles invitent les citoyens à participer. En éveillant leur curiosité, en suscitant leur intérêt vis-à-vis du thème, en faisant évoluer les pratiques, et en créant de nouvelles formes d'engagement et de mobilisation, les Expositions relient les citoyens et les communautés.

Les articles qui figurent dans cette édition du Bulletin présentent des activités, initiatives et actions clés déployées au cours du processus de développement d'Expositions, créatrices de liens, de confiance et de coopération entre les citoyens tant au plan individuel que collectif. Les cas et exemples détaillés au sein des pages qui suivent, témoignent du pouvoir des Expositions à créer et à promouvoir du capital social pour une société plus inclusive et plus harmonieuse. De la genèse d'une candidature à la période post-Expo, les Expositions génèrent de nouvelles relations interpersonnelles et intercommunautaires. Ces relations se créent au fur et à mesure que les individus contribuent au projet, qu'ils y partagent leurs idées, y consacrent du temps ou participent à son succès.

Cette édition du Bulletin réunit des universitaires, des acteurs de la société civile et des personnalités influentes ayant travaillé ou travaillant au sein des entités organisatrices d'Expositions. Leurs descriptions détaillées des modalités, de l'efficacité et de l'impact de l'engagement des citoyens au sein des Expositions illustrent l'étendue des changements positifs que génèrent les Expositions au sein de la société.

Dans une première partie, commençant par la prochaine Exposition Universelle, l'Expo 2020 Dubai, sont relatées les phases de développement d'une Exposition et les différents types d'engagement et modes de participation des citoyens durant toutes les étapes préparant le terrain à la tenue d'un événement florissant. Les différents exemples témoignent non seulement de l'importance de l'engagement des communautés pour le succès de l'événement mais aussi de son rôle en termes de renforcement du dialogue public, d'expériences partagées, de liens et de fierté.

Puis, la deuxième partie est consacrée à un aspect clé de la participation citoyenne aux Expositions : le volontariat. En examinant les processus de sélection et de formation de ces milliers de volontaires, les auteurs soulignent l'impact social durable de telles mobilisations. Des enquêtes, des études et des témoignages de volontaires mettent en lumière les motivations qui les animent ainsi que les bénéfices personnels, professionnels et sociétaux qui découlent de leur engagement.

Au-delà de la participation civile, la dernière partie du Bulletin décrit un engagement civique et social plus large. L'implication de différents réseaux de collaboration au sein de la société civile accroît la portée de l'Exposition et approfondit

l'exploration de son thème. La mobilisation de ces réseaux et la création et le renforcement du dialogue et de la confiance avec les décideurs qui en résultent, contribuent de manière significative à l'éducation du grand public, à une meilleure prise de conscience des défis mondiaux et à une cohésion sociale renforcée.

Les Expositions, outre leur impact économique, urbain et culturel durable, sont des événements publics qui impliquent, éduquent et inspirent les citoyens au sein d'un projet collectif commun. En soutenant l'engagement de multiples acteurs de la société, les Expositions relient, lient et unissent les actions citoyennes dans le cadre d'un effort conjoint qui crée et renforce le capital social, et contribuent ainsi à construire une société meilleure pour demain.

Preface

**Dimitri S.
Kerkentzes**
*Secretary General
of the Bureau
International des
Expositions (BIE)*

This year's edition of the BIE Bulletin, entitled "Expos, citizens and social capital", is dedicated to the connections between citizens and communities that are created, developed and strengthened during the Expo journey.

As mega-events drawing millions of visitors, Expos are an impetus for lasting urban transformation, offering new opportunities, accelerating (re)development in the host city and initiating and supporting global change in favour of sustainable progress. Expos are also vehicles and catalysts for social change, mobilising citizens from the candidature phase to the preparation, the opening period and the legacy. By sparking curiosity, generating interest in the theme, creating new forms of participation and transforming behaviours, Expos bring individuals and communities closer together.

The different articles in this edition of the Bulletin are focused on the activities, initiatives and actions developed during the Expo journey that promote trust and cooperation among citizens, individually and collectively. In all the cases detailed in the following pages, the consistent power of Expos in creating and advancing social capital for a more inclusive and harmonious society is clear. From the genesis of a candidature through to the legacy period, Expos create new interpersonal and inter-community connections as people contribute to the project, share their ideas, volunteer their time, and participate in the overall success of the endeavour.

The modalities, effectiveness and impact of citizen involvement in Expos are expertly laid out in the following chapters, with the contributors including academics, civil society actors and influential figures from Expo organisers. The breadth of experience and insight included in this edition offers the reader a detailed, informative and revealing picture of the positive changes in society fostered by Expos.

The first chapters of this Bulletin, beginning with the next World Expo, Expo 2020 Dubai, follow the journey of what makes an Expo, and the multitude of ways in which citizens are engaged in all stages of the process, creating the right conditions for a truly impactful event. The different examples demonstrate that the engagement of communities in all parts of the Expo project not only leads to a successful event, but also strengthens public dialogue and provides citizens with shared experiences, new connections and pride.

Then, the Bulletin addresses one key aspect of citizen participation in Expos: volunteering. Looking closely at the processes in which thousands of volunteers are selected and trained to help deliver world-class events, these chapters underline the lasting social impact of this type of large-scale mobilisation. Surveys, volunteer testimonials and academic insights shed light on the motivations behind these actions and the personal, professional and social benefits that are drawn from such experiences.

The final chapters of the Bulletin then go beyond the confines of the Expo organisers to reveal broader civic and social participation in these events. In all stages of an Expo journey, the involvement of different collaborative networks within society extends the reach of the Expo and gives further depth to the exploration of its theme. The mobilisation of these networks and the resulting creation of dialogue and trust with decision-makers contribute significantly to the education of the public at large, to greater awareness of global challenges, and to improved cohesion.

As well as being high-profile gatherings of nations with a lasting economic,

urban and cultural impact, Expos are public events that involve, inspire and educate citizens in a collective project. By supporting the engagement of different sections of society, Expos empower communities and connect citizen actions as part of an endeavour that strengthens social capital, and therefore, helps build a better society for tomorrow.







Expo 2020 Dubai and the quest to sow social capital

Manal Al Bayat

Never more so than today has the world required refreshed and optimistic social capital as a way of bridging the divides between us, celebrating our culture, and collectively tackling global issues. World Expos, by design, are incredible platforms for generating and demonstrating social capital – both locally and internationally. This capital can be harvested from like-minded but culturally and socially diverse groups – which contribute significantly to cities, nations, and regions, and broader socioeconomic, political, and environmental successes. At Expo 2020 Dubai, the stage is set to bring millions of people together from around the world to reaffirm our global commonalities and responsibilities, and to share with one another our national and cultural individualities with the goal of making the world a better place for future generations.

The unique challenges of 2020 have highlighted a collection of deeper-set global issues that this generation, and subsequent generations, must address to ensure a brighter and better future. There is a productive sense of urgency around the world that we must bind resources and come together in order to do this. Fortunately, we have a rising generation of impassioned youths ready and willing to realise that sense of optimism and hope that remains. Though Expos and other large-scale events cannot create and drive these groups alone, they can play a major role in facilitating them, reaffirming their sense of purpose, sense of identity, and sense of pride. They can also aid them in knowledge sharing, discovery, innovation, and philanthropy. Lastly, they can bring them closer to their governments and leaders, visionaries and academics, creating local and global communities that want to work together, grow together, and contribute together.

One of the most important goals we set when planning Expo 2020 was to support the ambitions of the United Arab Emirates (UAE), our host nation, in addressing areas of grave importance, such as hunger and food scarcity, climate and biodiversity, health and wellbeing, urban development, and travel and connectivity. These ambitions have been engrained in us since His Highness, the late Sheikh Zayed bin Sultan Al Nahyan, outlined his agenda for a sustainable future during the founding years of our nation. These have been exemplified by today's leaders of the UAE, and their relentless efforts to support the 2030 UN Sustainable Development Goals agenda.

This isn't merely for the benefit of the UAE and its millions of citizens and residents, comprised of nearly 200 nationalities, but for all participating nations. The UAE remains one of the ten largest donor states in the world, according to the Organisation for Economic Co-operation and Development (OECD), with a policy of providing support to humanitarian causes, governed neither by politics or restrictions by nation, race or religion. Most recently, since the start of the coronavirus pandemic,



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the UAE has delivered more than 1,400 tonnes of aid to 118 countries, providing much needed support to an estimated 1.5 million healthcare workers.

It is the blended population of our host nation that is one of the areas that makes Expo 2020 so special – though we are honoured to welcome more than 190 participating nations, we already have one of the most incredibly diverse cultural communities in the world, making Dubai and the UAE the ideal host to champion the development and necessity of social capital on a global scale. We believe successful social capital has the ability to influence communities and societies in the most fundamental ways. And as we sit here today, tackling the modern challenges of Covid-19, a biodiversity crisis, and mounting health and wellbeing challenges for our elders and youth, as well as more familiar challenges such as food and water scarcity, equality, and diversity, we must utilise the platform and scale of Expo 2020 to reiterate our collective abilities and responsibilities to work as one.

Firstly, we can promote compassion and a spirit of ‘giving back’ as well as a sense of national and local pride among our youth, through volunteering initiatives. Our House of Volunteers isn’t just there to make the experience richer and more memorable for our visitors, but to create an entire community that values and respects the vision and mission of its city and nation, values the importance of contribution, communication, duty, and pride, and values what other nations, thinkers, and doers bring to the global community. These are just a selection of what young volunteers are exposed to during

Digital Solar Night Schools by Barefoot College, selected as one of Expo 2020 Dubai’s Global Best Practice Programmes, create digital classrooms from community spaces

*We have seen myriad cities
and nations benefit from
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and representing its nation
in view of the rest of the world*

Several Expo 2020 initiatives support the development of impactful grassroots projects, including those that will be shown in the Expo Live pavilion (centre) and Global Best Practices such as Edtech initiative Hola<code>/> (right)

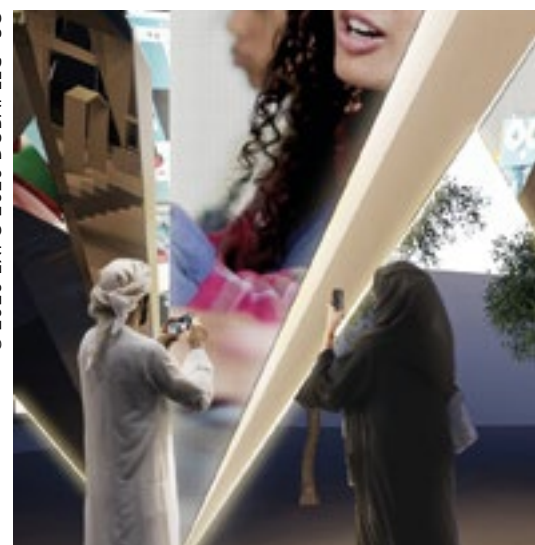
an Expo. Moreover, these experiences and values stay with them, cementing crucial social capital for years to come. We have seen myriad cities and nations benefit from an impassioned youth that's learned the value of volunteering and representing its nation in view of the rest of the world.

Social capital's role in a global society

Though major spectacles and events are often celebrated at the time for the experience they provide, it is often the less visible layer that is arguably more worthy of praise and credit. For example, World Cups often play a major role in celebrating the depth of culture and character of a host nation, and this can have a ripple effect on perception, tourism, and even investment. The same can be said for Olympic Games. The relationships formed on-ground at these events, among working groups, visitors, participants, and leaders, are the real drivers of change. Often, this change can show itself in the form of policy changes, the introduction of new government initiatives, centres for collaboration, or even funding towards tackling a highlighted cause.

In 2014, for example, FIFA lifted its ban on headgear in sports, allowing millions of Muslim women to compete in football wearing the hijab. Other major sports followed. Initiatives like this, on such a grand stage, allow people to connect more freely, by removing prejudices and other barriers that hinder connections and relationships that often lead to such community positives. By making major events as accessible and open as possible, we encourage more people to engage and experience its people and cultures. This simple facilitation is the foundation of social capital.

What begins as a foundation can grow into critical services and initiatives that aid growth, support tolerance, and in some instances, even save lives. The global pandemic we are currently facing is a prime example. A recent report by CNN investigated the



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handling of the pandemic by the happiest country in the world, Finland, which will be participating in Expo 2020. The report sought to find links between dealing with the crisis and its place on the happiness index. What fascinated me was the number of community-driven initiatives that had been developed in order to ensure each and every member was taken care of. Municipalities are working with non-government entities to aid community members, a move seen around the world, but more impressive in Finland are the peer-to-peer interactions that are helping support the most vulnerable. It launched a campaign called Nappi Naapuri, which connects neighbours who are in need. The platform allows people to volunteer to help and to connect those in need to those volunteers. This is a great example of the long-term and most relevant benefits of deep-rooted social capital, where everyone is willing to support everyone else, and everyone is seamlessly connected to each other and their objectives.

Similarly, in 2013, Expo 2020 launched its unique Expo Live initiative, a global innovation and partnership programme which supports projects with innovative, creative and impactful solutions. It provides much-needed funding and support for life-changing innovations that are having a tangible and positive impact on the communities in which they operate. These include start-ups like HolaCode, the only education programme in Latin America to offer comprehensive Edtech and long-term integration services for forced migrants (returnees, deportees and refugees) in the region. The programme includes a software engineering curriculum, designed in Silicon Valley, leadership training, and a wellness programme, while its career services link students to job openings from a network of 100+ hiring partners. We so often take for granted something that appears as a fundamental pillar of any society. It's in ensuring we monitor and contribute towards social capital throughout communities and throughout generations so that it's healthy and available when communities need it most.

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And this isn't reserved for community and social settings, businesses and organisations rely on social capital for resilience and support during times like these. It is the relationships and connections between small and large businesses that drive them to support one another. For suppliers to receive leniency from their customers, for inter-organisation morale and spirit to remain high, and for direct customers to help support local and independent businesses. This hasn't always been so easy for large businesses to achieve, nor for large societies. Many social cracks have been exposed in recent years, and Covid-19 has only amplified those further in certain communities. But the myriad acts of kindness, tolerance, acceptance, willingness to contribute, and willingness to learn from the situation have arguably placed the importance of social capital back in the spotlight.

My hope is that this carries on into the future, beyond Covid-19, and further into the realms of global challenges we can tackle as a collective. The UN recently reported that from 20 biodiversity goals set in 2010 by 196 countries, zero have been fully achieved on time. Around that very same number of nations will be participating in Expo 2020, which gives us the perfect opportunity to breed renewed optimism and accountability for our greatest mutual challenges and goals.

Expos are not only a great opportunity to develop lasting social capital, but arguably, also have a responsibility to do so for the cities that host them, the nations that participate in them, and the millions of citizens from around the world that visit them. We are ideally placed to ensure this is a success in Dubai. As a connector, the UAE sits at the centre of the global map in terms of trade and geography, its make-up is diverse, and it has a long-term plan to achieve gender equality and equal opportunity. And its leadership has a future-focused, global mindset, built on the values of collaboration and tolerance.

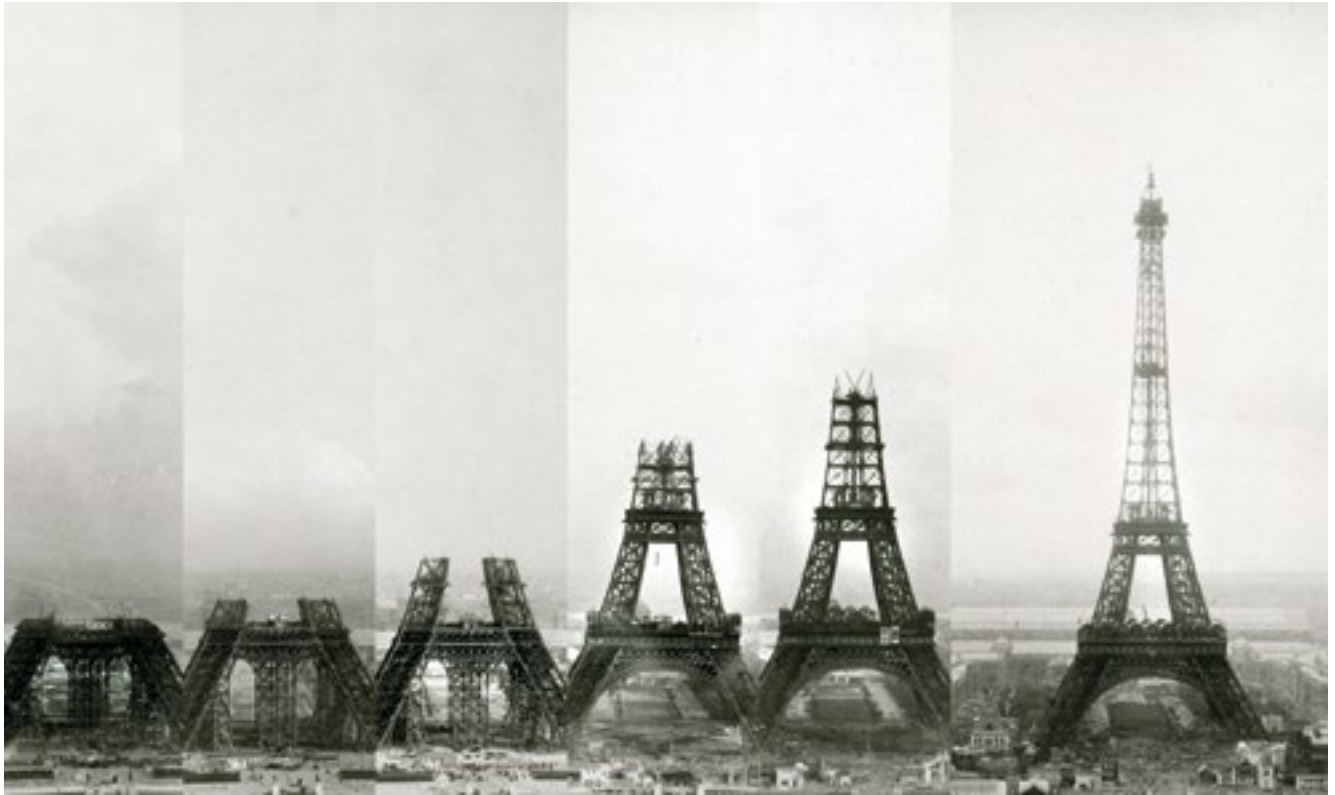
Expo as a force for good

An Expo's ability to be a force for good cannot be understated. But often, social impact is felt in subtle ways. It's important to remember that any positive legacy from past Expos, be it infrastructurally, economically, or otherwise, can put claim to having a positive effect on social capital. Moreover, building social capital, particularly through citizen involvement, must be one of the core objectives – after all, Expos are designed and delivered by professionals, and managed, in part, by governing bodies – but it's the people of that city or country that are the true stakeholders. Citizens and residents breathe life into an Expo as well as deliver its story domestically and internationally. Therefore, successful Expos happen when they are involved from the very beginning, have a role throughout, and have something to point towards and be proud of long after it has finished.

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Building domestic social capital

A most simple example would be the iconic Eiffel Tower in Paris. The structure, built for Expo 1889, arguably contributes to Paris',



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and indeed France's, social capital today. An iconic landmark that means as much to visitors as it does to Parisians. It is a place for people to come together. It's one of those locations that inspires novelists, filmmakers, poets, artists, businesses, and others when they're creating and building their own legacies. When there's a significant occasion in France, the Eiffel Tower illuminates in celebration. When there's a global tragedy, the Eiffel Tower illuminates in solidarity. In many ways, the tower is a symbol of social capital on a global scale. Moreover, annual revenue generated by the tower continues to grow, bringing in around 68 million euros for the city of Paris.

**Built for Expo 1889
Paris, the Eiffel Tower
has become an iconic
landmark for Paris
and France**

In 1893, the city of Chicago hosted a World Expo that solidified its status as one of the world's great cities. This status has stood the test of time, industrially, architecturally, and innovatively. The job creation and growth of the city that the Expo brought to Chicago helped build a brand that is vehemently supported by Chicagoans.

In more modern examples, infrastructure again can be claimed as a driver of social capital, where civic restoration and redevelopment programmes pinned to Expos have brought greater connectivity to a city. Some have also developed infrastructure that has benefited locals, providing more efficient transportation, resulting in a greater, more natural mixing of cultures and classes throughout the city. In Dubai, we have already completed significant expansions to our state-of-the-art overground metro system, connecting the Expo site to the rest of the city. Come the close of Expo 2020, the site will become District 2020, a sustainable, mixed-use community for residents and businesses that's been built for co-working and collaboration - with enhanced connectivity, autonomous transport, co-working venues, and more. Thanks to these

affordable transport links, this community will be accessible to millions of residents and visitors that can come together to create and innovate.

Building bridges for diverse social capital

Beyond the host cities themselves, Expos have a rich history of encouraging bridge-building social capital across borders. One of the most far-reaching examples of this came in New York in 1939. The then-entitled World's Fair was the birthplace of the *Good*

Neighbor Policy – an agreement between the United States and Central and South American nations to maintain stability in the hemisphere through trade and cooperation, as opposed to military force. The policy marked the realisation of President Franklin D. Roosevelt's foreign policy towards Latin America.

It saw the United States pull out of interventions across Latin American nations, and – at the time – improve trade relations south of the border, bringing strength to the US economy less than a decade after the Great Depression.

While the *Good Neighbor Policy* has fallen away in modern times, its arrival at Expo 1939 illustrates the power of such events in nurturing reconciliation between nations and constructive dialogue that

eventually leads to mutually beneficial partnerships. The policy demonstrated this on a grand and political scale, but World Expos are fertile ground for the same on a more local and personal level, creating opportunity for small businesses, NGOs, and government bodies.

Finding inspiration in other large-scale events

It is also certainly worth looking towards other large-scale events outside of Expo to further argue the value of prioritising social capital. One such example is the 1984 Olympic Games in Los Angeles, California. Firstly, the 1984 LA Games set a blueprint for the future as the first games to be organised without state funding. Entirely funded by private entities, the 1984 LA Games had to be frugal, and therefore repurposed many existing facilities to meet the Games' packed schedule. As a result, the LA Games turned a profit.

Setting the financial success to one side, the significance of this from a social perspective can still be seen today. As LA prepares to host the 2028 Games, the city is reviving its status as an athletic haven – emphasised by names like the LA Lakers basketball team, LA Galaxy soccer, and LA Dodgers baseball team. While past Games helped to create this image, the profit turned in 1984 is sustaining it. The funds from the 1984 Games were used to launch LA84 – a foundation promoting and funding youth sports programmes in Southern California. For more than 30 years, LA84 has evaluated the socio-emotional, health,

These events can and do propel generations forward so they can become active community members for years to come



Expo 1939
New York, which
brought together
more than
54 countries,
was the birthplace
of the United States'
Good Neighbor Policy

and academic outcomes of youth sports, while funding youth sports organisations, trained coaches, and commissioned research to support the same.

To date, LA84 has impacted more than three million youths and their families, reaching more than 30,000 children annually; it has trained more than 75,000 sports coaches; boosted female participation by 42 per cent; and supported more than 2,200 not-for-profit partners.

With 42 per cent of low-income youths in LA classed as overweight or obese, LA 1984 and its legacy – LA84 – are still helping to inspire an involvement in sport and all the physical, mental, and social advantages it brings. Through knowledge sharing, training, and greater accessibility, LA84 encourages positive action in an area so important to the future of youth – health and wellbeing. It starts at the grassroots level, encouraging young generations to form positive habits to carry through life and pass onto others. In this regard, the legacy of the 1984 LA Games will be far more valuable than any profit.

In Dubai and across the UAE, we are inspired by such stories. How cities and nations have used large-scale events to lay the foundations of what will help their youth thrive. Whether it's through sports, innovation, education, or otherwise, these events can, and do, propel generations forward so they can become active community members for years to come. These same people will go on to define the cultural fabric of their cities, grow their economies, spread their community's most positive stories, and help their cities to contribute to broader, more pressing global challenges that I mentioned previously. It is astounding to consider the depth and breadth of the impact such an event can have when social capital is seen as a priority.

Dubai's unique opportunity

One of the reasons Dubai bid to host World Expo 2020 is because we believe that we are well positioned to build bonding social capital locally among millions of people from around the world, as well as build social bridges through citizens, visitors, businesses, and governments. As mentioned earlier, our nation sits at the centre of the world, within eight hours of flying time for 80 per cent of the globe, and with a long history as a connecting hub. Equal parts old and mysterious and new and innovative. With a deep-rooted culture and rich history of academia, exploration, science, and connectivity, and a modern society flourishing in STEM research, space exploration, and world-class aviation. By bringing these two ends of history together through Expo 2020, with our people at the heart, we have the chance to inspire millions to go on to help not only Dubai and the UAE, but every country around the world prosper in the most pressing areas. It is in simultaneously setting this example and allowing our youth to be the example that we safeguard our future.



The Expo 2020 Young Innovators Programme invites UAE school pupils to submit their own solutions to everyday challenges

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*It is in simultaneously setting
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that we safeguard our future*

On the eve of the UAE's Golden Jubilee, celebrating 50 years of growth, achievement, and social progress, we stand in good stead to look forward to the next 50 with a clear purpose, and the infrastructure, people, and vision to achieve it. We set our sights on solving some of the world's greatest challenges, positioning ourselves as a global incubator for new and exciting ideas. At the heart of that proposal sit the people of the UAE alongside the best minds from around the world that we welcome each and every day to collaborate and create a future we are all proud of.

The important question is how. What role will Expo 2020 Dubai play, and how can we ensure that people are at the centre of that, driving social capital as the fuel for a blossoming future – one that is inclusive, equal, and innovative?

Achieving this doesn't start with the Expo; the seeds were sown many years before. We are already home to nearly 200 nationalities, with citizens of the world contributing to and benefitting from our society at every layer. To demonstrate our commitment to this environment, and to boost our inclusivity across the board, we branded 2019 The Year of Tolerance. This marked our dedication to fostering relationships of all kinds, to build on the progress already made in our 50 years, and to demonstrate to the world that a truly global community can live and prosper together – that every voice counts and that every culture is valued.

This inclusion has been matched at every societal level. In 2016, a ministerial reshuffle saw the UAE appoint five new female ministers, including the world's youngest female government minister, Her Excellency Shamma bint Suhail Faris Al Mazrui, the Minister of State for Youth Affairs, taking female representation close to 30 per cent. This has also helped us to better connect our citizens, and youth in particular, to our government and leaders, demonstrating a more balanced relationship, resulting in a larger contribution from the public as to the direction in which we want to move as a nation.

That direction has been spearheaded by a number of critical focus areas. However, I want to highlight three that are of particular importance in this instance. Firstly, the

Left: The UAE's Minister of State for Youth Affairs, H.E. Shamma bint Suhail Faris Al Mazrui (speaking alongside the author), is world's youngest female government minister. Right: The UAE is home to nearly 200 nationalities





UAE transitioned to a knowledge-based economy in recent years, with an emphasis on investment and inclusion. This has helped it raise its global status as a future-focused, diverse nation. This move immediately placed an emphasis on the citizens, the youth, and those willing and eager to contribute to the future of the nation.

The second is Dubai's rise as a smart and sustainable city, in line with its 2021 vision, which is one of the core pillars of Expo 2020. The goal is building fully connected and integrated infrastructure that ensures easy mobility for all residents and tourists and provides easy access to all economic centres and social services. An important component to this vision is the continued focus on the living experience of the people in Dubai —residents and visitors — and their interaction with this environment, to inspire further advancements and innovations to better people's lives.

The third and final pillar, which in many respects underlines all the above, is to prioritise people's happiness. The UAE's Smart Dubai 2021 initiative has identified this as a crucial success indicator and has announced an ambitious roadmap to prepare Dubai to embrace the future and emerge as a world-leading city by 2021, by promoting technological advances that benefit the city's people, economy, and resources. Similarly, Dubai and the UAE have made a concerted effort to create a welcoming and easily accessible planting ground for start-ups and established businesses over recent years.

These strategies have been years in the making and will continue to flourish following our engagements at Expo 2020. A few standout initiatives, en route to achieving the Smart Dubai 2021 vision, include areas such as a paperless government – abolishing more than one billion pieces of paper used for government transactions by 2021; our blockchain strategy; start-up support strategy; happiness agenda – making happiness the primary goal for nationals, residents, businesses, and students; and our AI Principles and Ethics strategy — utilising Artificial Intelligence to provide practical assistance across the entire city, whether as a user or a developer.

Thematic weeks held before and during Expo 2020, such as 'Space Week', underline the Expo's commitment to bringing together the world's most ambitious minds

*On the eve of the UAE's
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to look forward to the next
50 with a clear purpose*

Through visits, forums and more, university students from across the UAE are encouraged to contribute towards the success of Expo 2020 Dubai



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Bringing the vision to life through Expo 2020 Dubai

A large-scale event like Expo has the opportunity to bring these initiatives to life and pioneer new initiatives and ideas that will go on to inform and drive future strategies, powered by networks of people, as like-minded as they are diverse. We can equally take this opportunity to learn from other nations participating in the event, as well as sharing our knowledge, too. And lastly, we are able to use the operation of the event as a way to demonstrate and showcase these initiatives in practice.

When Expo 2020 opens its doors officially, we are confident we will be able to proudly showcase the progress we have made with such initiatives. For many, representing Dubai and the UAE at the Expo, in front of millions of people from across the globe, may be the highlight of their young lives. The skills acquired through volunteering and working with such a diverse mix of tourists will stay with them long into the future and we can see some of those skills materialise in a number of the initiatives and plans I have mentioned already. The expectations, requirements, ideas, and insights from working with people from around the world could easily inform future ideas within the UAE, driven by those that have found a new or renewed sense of purpose for the UAE and its people off the back of Expo 2020.

Of course, there is intense focus on issues close to all of us that Expo 2020 will seek to address, too. It isn't simply the experience that grows social capital. If we can grow social capital while simultaneously inspiring that very same network to tunnel that energy towards these issues, we can win. These areas include water scarcity, climate erosion, gender equality, and urban development — among others. What Expo 2020 will help to do, beyond research and innovation, is bring our youth in touching distance of academics, businesses, families, advocates, activists, and scientists that are dedicating their professional and personal lives to these issues. Increasing the density of that fabric opens doors for us, individuals, and the world.

If the source of social capital is happy and inspired people, those people need to be seen as equal, to be heard, and to be given opportunities. We seek to address this under

the banner of Opportunity, one of the Expo's three subthemes. This is a key focus of the event and will be exemplified through various programmes and events. Although this is certainly deserving of its own theme, it will, too, be part of the fabric of all other initiatives and areas of focus, including the remaining two Expo 2020 subthemes: Sustainability and Mobility.

Inspiring the youth in their millions

One initiative I am particularly excited by is also one that will benefit hugely from the narrative of equal opportunity for all, and that is the Schools Programme. More than one million students will visit Expo 2020. This engagement is crucial for us locally, nationally, and globally. These are the bright minds that must feel connected not only to global issues but all the global population they must work with to achieve our goals in the future. Exposing these minds to the Expo is only the first step – integrating them with others, be it youths, academics, businesses, tourists, or other – is equally as important. This is where large-scale events prove their value – combining the information and inspiration our future generations need, while doing so in tandem with millions of others from around the world. These human-to-human interactions have the ability to set the course for the next 50 years and beyond.

Along with primary school students, all high school and university students will be invited to experience specially curated tours under the Expo Education Programme. Many of these students are already innovating and feeding their curiosity about the world through global experiences and interactions with industry leaders, experts and their peers, like those Expo 2020 will provide.

Numerous initiatives encourage the involvement of future generations in Expo 2020 Dubai

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Leveraging local pride, realising local talent

The Arab world is rightly famous for its unique brand of hospitality, and the UAE reflects this, every day, as it welcomes visitors from around the world and invites them to experience its culture. As we look to the future, it is our hope that a young generation of Emiratis, supported by the apprenticeship Expo Generation Programme and the Internship Programme, will be inspired – as a result of hosting Expo 2020 Dubai – to push forward with our goals and ambitions, and will learn valuable knowledge and skills that will earn them opportunities in the professional world.

We will also be supported on site by graduate Event Makers who will play roles ranging from Hosts to Thematic and School Group Tour Guides, representing the UAE on the very front line of the event and showcasing the nations pride in a world class mega-event on their home soil.

We have learned much from previous Expos about the long-term benefits of these types of engagements and roles within Expo – some fairly obvious and others less so. For example, we look forward to being able to integrate more languages into our culture, to share our local dialect with others, also. To learn how to communicate with foreign cultures and share culturalisms that make each and every country so unique and special. It can be simple interactions like these that set people up for global collaborations in the future. Skills like this have helped pioneering Emiratis in the past, such as Hazza Al Mansouri, who became the first Emirati to reach space on 25 September 2019, as he travelled to the International Space Station as part of a diverse and multicultural crew. It is the strength of the global population that allows us to complete such incredible feats. The experiences relished by our Emirati youths during Expo will lay the foundations for future global collaborations of this nature.

Alongside our valued Emirati Event Makers, we are pleased to be able to create a ‘face of Expo 2020’ that truly represents the diverse, multicultural makeup of the UAE today. During the event, a total of 30,000 volunteers from all walks of life, backgrounds, nationalities, and cultures will help us deliver a truly world class event.

It is our hope that a young generation of Emiratis will be inspired to push forward with our goals and ambitions

Expo 2020 Dubai volunteers - of which there will be 30,000 - will reflect the diversity of the UAE



To date, 130,000 people have applied to be volunteers at the event – a true indicator of the excitement and anticipation shared by UAE citizens and residents alike.

The final and important layer that completes this unique Emirati identity is our People of Determination. Expo 2020 is proud to reflect the inclusivity that is evident across the UAE – and this stretches beyond boundaries of nationality, background and culture, to differing abilities also. Under the Expo Inclusion Programme, we will offer access to development opportunities in roles across different functions at Expo 2020, resulting in full-time employment either at Expo 2020 or externally. There are also opportunities for People of Determination to learn craftsmanship skills that could serve as a future career base for them. We also aspire to be fully inclusive for our guests, and the most accessible site in the history of World Expos. Entry will be free of charge for People of Determination, with a 50 per cent discount for their carers.

In addition, we have developed an App named PODium, designed specifically to aid People of Determination in navigating and moving about the site in the most comfortable way. This will be available alongside other careful steps we have taken to ensure that Expo 2020 is a wonderful experience for all, including staff equipped with communication cards for those who are non-verbal, lanyards for those with a hidden impairment, dedicated quiet rooms for those with sensitivity to stimulation, audio descriptions of exhibits, sign language interpretation for talks, events and ceremonies, and facilities accessible for wheelchair users.

All these efforts, for us, are just another part of the puzzle in facilitating communication and togetherness across cultures, nationalities, and abilities. The magic is what happens between these interactions when they're made seamlessly available and accessible.

*The magic is what happens
between these interactions
when they're made seamlessly
available and accessible*

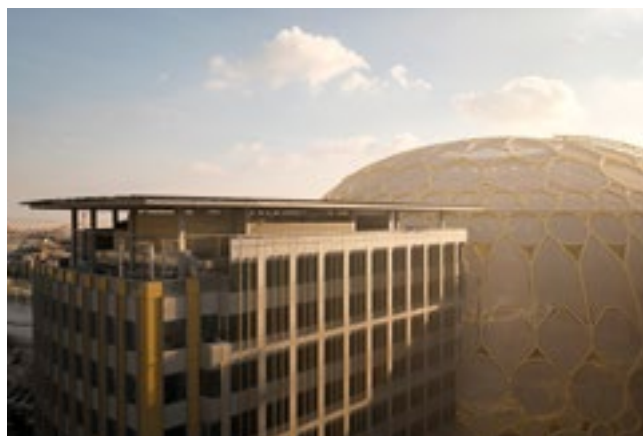
What we hope to leave to the world

We know that achieving a lasting impact is a vital success indicator for Expos, as well as other large-scale, short-term events, such as the World Cups and Olympic Games. Although a number of these events have given us iconic pieces of infrastructure that have become the beating hearts of a number of cities, such as the Eiffel Tower (Expo 1889 Paris) and the Space Needle (Expo 1962 Seattle), it is of course the message and lesson that must endure. Expo 2020 is expected to attract millions of visitors representing millions of opportunities for Dubai to create ambassadors for the emirate and the UAE. We have a chance here to open dialogues that visitors carry back home with them, reaffirming the UAE's reputation on the global stage as a nation of bold ideas and fervent ambition, and inspiring the next generation of innovators to seek the means to explore their dreams.

For the UAE and wider region to feel the long-term benefits of Expo 2020, we have created District 2020. On the exact site of Expo, it will carry forward the vision of Expo 2020 as Dubai's innovation ecosystem, mandated to drive cross-industry collaboration in sectors crucial to the city's future and spur progress through ground-breaking ideas.



Most of the Expo site, including the Opportunity District (left) and Al Wasl Plaza (right) will form part of District 2020, the legacy neighbourhood



These examples are testament to the leadership of those cities and their desire and ambition to create a social legacy that binds those that reside and work there and easily integrates those that visit

Manal Al Bayat is Chief Sales and Marcomms Officer and is responsible for leading an integrated approach to driving engagement, participation and visitation at Expo 2020 Dubai.

It will repurpose 80 per cent of the assets and infrastructure built for Expo, evolving into an integrated and modern urban living and working environment, and ensuring the event remains true to its focus on sustainability. It will also, we hope, become a blueprint for future smart and sustainable communities that are engineered to preserve and promote the wellbeing of everyone that steps inside. For us, beyond the impressive aesthetic and functionality of the city, the wellbeing of its residents, guests, and staffers is the most important thing – particularly in today's rapidly digitalising world, where maintaining peace of mind, harmony, and a relationship with nature

grows harder by the day. If we can create sustainable, smart, and connected communities that exist to make life calmer, easier, and more natural for its settlers, we will be on the right track. I cannot imagine a better blueprint for this than the legacy of Expo 2020 Dubai and all it stands for.

We have seen this success in past Expos, where the people have been put first, and continue to benefit today. Expo 1962 Seattle, which called itself the 21st Century Exposition, specifically designed its site to gentrify the city, ensuring the legacy of the Expo was felt by its citizens and everyone that visited – something it maintains even today. The momentum built for the Expo have seen Seattle thrive in the modern age with a blossoming tech scene and a strong academic offering.

Ten years ago, Shanghai shared a message of sustainable urban living that Expo 2020 is carrying into the next decade and beyond. Centered on the theme “Better City, Better Life”, the Expo 2010 Shanghai was timely, acknowledging the growth of urbanisation and its impact on how we live our lives and the environment.

Both these examples are testament to the leadership of those cities and their desire and ambition to create a social legacy that binds those that reside and work there and easily integrates those that visit.

When all is said and done, we want each nation to extract the social capital gained from participation at Expo 2020 and direct it towards solving the greatest issues and challenges of our time as a global collective, creating a better and brighter tomorrow.

Expo 2020 Dubai : créer du capital social

Le monde a aujourd'hui plus que jamais besoin d'un capital social optimiste et renouvelé afin de réduire les clivages, de célébrer nos cultures et de faire face ensemble et collectivement aux défis mondiaux.

Les Expositions Universelles sont par nature d'extraordinaires plateformes permettant de développer et de révéler du capital social, localement comme internationalement. Ce capital peut être engendré par des groupes culturellement et socialement divers mais partageant les mêmes valeurs et contribuant de manière significative aux succès des villes, des nations et des régions, et plus largement aux progrès socio-économiques, politiques et environnementaux.

A l'Expo 2020 Dubai, nous sommes prêts pour accueillir et rassembler des millions de personnes du monde entier afin de réaffirmer nos points communs et nos responsabilités communes, tout en partageant nos individualités nationales et culturelles, dans le but de créer ensemble un monde meilleur pour les générations futures.

Manal Al Bayat
est Directrice
Ventes, Marketing
et Communications
à l'Expo 2020 Dubai
et est chargée de
mener une approche
intégrée participant
au développement de
l'engagement, de la
participation et de la
fréquentation.



An aerial photograph of the Expo 2010 Shanghai site. In the background, the dense Shanghai skyline is visible under a blue sky with scattered white clouds. A large white arch bridge spans the water. In the middle ground, the iconic white, egg-shaped China Pavilion stands out. To its left is a large, purple, dome-shaped structure. The foreground shows a mix of greenery, parking lots with several buses, and various exhibition buildings. The water of the Huangpu River is visible on the right side of the image.

Civic engagement at Expo 2010 Shanghai

*Organising a World Expo
with open arms and encouraging
public participation*

Hong Hao

Hong Hao

Chairman of the Board of Directors, World Expo Museum

Former Director General, Bureau of Shanghai World Expo Coordination

From 1 May to 31 October 2010, Expo 2010 Shanghai, with the theme "Better City, Better Life", was successfully held. A total of 246 countries and international organisations gathered together, fully displaying the rich and colourful achievements of contemporary civilisation, bringing together the common wisdom of human exploration of urban development, attracting more than 73 million visitors, and setting several new records for World Expos. The wisdom of the people can achieve great things, and those who gather the strength of the people can achieve anything. Behind the "successful, spectacular and unforgettable" Expo 2010 lies the extensive participation of the public.

The Organiser of Expo 2010 always adhered to the concept of "Organising a World Expo with Open Arms and Encouraging Public Participation". With "opportunities to grasp, resources to share, themes to develop, events to hold, and momentums to create" as the general idea, Expo 2010 created an atmosphere of a "Grand Gathering of World Civilization, A World Expo for All". The event built multiple platforms to actively encourage and promote the engagement of the whole society - especially the general public - in the Expo, from the preparation to the opening period, covering Shanghai, the Yangtze River Delta and the whole country.



Whether learning about the Expo, improving the city's image and putting the Expo concept into practice during the preparatory period, or serving as a volunteer, participating directly in the pavilions, forums and activities during the Expo, every act of public participation in Expo 2010 was not only a contribution to the event and to the host city, but also an educational experience. The civic engagement of Expo 2010 has left Shanghai with valuable spiritual wealth, which has been constantly refracted to all aspects of society, adding bright new colours to the picture of "Better City, Better Life" day after day.

The civic engagement of Expo 2010 has left Shanghai with valuable spiritual wealth

The significance of public participation in Expo 2010 Shanghai

Making education accessible to the public

The BIE Convention makes it clear that the purpose of Expos is to educate the public. Expo 2010 Shanghai, the first Expo of its kind to take place in a developing country, was a good opportunity for the Chinese people to learn from the world, and it was therefore necessary to encourage the active participation of the public.

On the one hand, the Expo provided a broad stage for the exchange and integration of different cultures and fully demonstrated the richness and diversity of the world. People came to the Expo to get a taste of the splendid cultures and customs of different countries and to broaden their horizons.

On the other hand, one of the core objectives of the Expo was to let people explore more ways to achieve human progress. With the theme "Better City, Better Life",



The pavilions of Italy (left) and the United Kingdom (right) at Expo 2010 Shanghai

Expo 2010 exposed visitors to numerous innovations related to “sustainable urban development” and “better urban life”.

Letting the public create the splendour of the Expo

It was China’s solemn promise to the world to host a “successful, spectacular and unforgettable” World Expo. In April 2003, the Shanghai Social Science Federation organised a large-scale sample survey of Shanghai citizens. The results showed that Shanghai citizens generally supported the idea of hosting a World Expo in Shanghai, with a support rate of 94 per cent. Some 85.3 per cent of interviewees indicated that they were willing to contribute to the Expo, disagreeing with the statement that hosting the World Expo in Shanghai was “none of my business”. This showed that the public had a high willingness to participate in the World Expo.

Encouraging citizens to participate in the preparation and hosting of Expo 2010 stimulated the public’s support and sense of belonging to the Expo. This enabled the Organiser to fully absorb the wisdom and strength of the people, so that the public, together with the Organiser, could create the splendour of the Expo.

Letting the public fully participate in urban governance

Expo 2010 Shanghai was the first World Expo in history to have “city” in its theme. In the “Better City, Better Life” theme, it is the “city” that has the potential for a better life for citizens, and it is the citizens’ pursuit of quality of life that is the driving force to realise the better development of the city.

Therefore, public participation in Expo 2010 was not limited to the 523 ha Expo site, nor was it limited to the Expo project itself, but it permeated all aspects of urban governance. From planning and construction to traffic organisation, environmental protection, and safety and security, public participation helped the city to listen to public opinions, absorb their wisdom and gather their strength in creating a better life in the future.

Public participation in the preparation of Expo 2010 Shanghai

Learning about the Expo and its concept

Learning the basics of Expos

At the beginning of Shanghai’s successful bid to host the Expo, the Chinese public had limited knowledge of Expos and were thus enthusiastic about learning about the history of Expos and the theme of Expo 2010. According to the “Communication and Promotion Plan of World Expo 2010 Shanghai”, a series of promotional activities to popularise the knowledge and spirit of Expos, and to promote the theme and highlights of Expo 2010 were launched, arousing great interest and active participation from Shanghai and the whole country.

For example, the nationwide travelling exhibition “Expo of Expos”, explained the origin, development, history and values of Expos and presented the highlights of Expo

*Public participation
in Expo 2010 permeated
all aspects of urban governance*

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The 'Expo of Expos' travelling exhibition in Beijing in 2009

2010 in advance. The exhibition travelled throughout China for two and a half years, making 36 stops and attracting more than 3 million visitors.

Another example is the “Expo Lecture” series, in which experts from various fields popularised general knowledge of Expos and explained Expo 2010 Shanghai to the public from different perspectives in the form of special lectures. From 2004 to 2010, more than 100 lectures were held in various parts of China, with a direct and indirect audience of one million people.

Activities such as “Expo on Campus”, “Expo in Community” and “Expo in Enterprise” were also held in universities, primary and secondary schools nationwide, as well as in Shanghai’s communities and businesses. Through travelling exhibitions, lectures, knowledge contests, photography contests, graffiti contests and promotional books, people were inspired to “pay attention to the Expo, support the Expo and participate in the Expo.”

Practicing the low-carbon concept of the Expo

Exploring the sustainable development model of cities and advocating a green, low-carbon lifestyle were important goals of Expo 2010. During the preparatory stage of the Expo, the Organiser joined forces with various sectors of society to organise a series of promotional activities in favour of green environmental protection. These activities encouraged the public to practice a low-carbon lifestyle, while also making the concept of green and low-carbon sustainable living deeply rooted in people’s hearts.

The “Expo Green Travel” campaign, for example, encouraged the public to walk, cycle, and use public transportation and other energy-efficient and environmentally friendly modes of travel. More than 100 communities in Shanghai participated in this

Promotional activities including a travelling exhibition on Expos informed the public about the meaning of Expo 2010 Shanghai



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campaign through a variety of activities such as green travel pledges, a 10,000-person health trek, green travel lectures and free bicycle rentals.

In offices, the “Expo Green Office” campaign advocated the adoption of environmentally friendly habits such as “no use of elevators within the third floor”, “paper-free office”, “no disposable paper cups” and “air conditioning temperature limit.”

On the Expo site 2,000 special benches made from recycled material from milk cartons. These benches were born out of an environmental protection campaign called “Green Expo Chair”. The campaign set up special collection points in communities and schools to encourage people to donate discarded milk and drink cartons. More than 730,000 people participated in the campaign, with the equivalent of more than 10 million 250ml milk cartons being recycled.

Around the city, Shanghai launched “green community” and “green school” activities to promote environmental education within communities, families and schools. These activities encouraged the public to participate in environmental governance, and advocated energy saving, water conservation, waste separation and recycling, the use of renewable materials in daily life and other environmental protection behaviours.

Inviting the public to participate in Expo preparations

The greatness of a World Expo comes from the wisdom of the whole society. The numerous public involvement activities of Expo 2010 Shanghai were important platforms for the public to participate in and contribute to the Expo. The design of the emblem and mascot of Expo 2010, which came from ordinary citizens, not only inspired the active participation of design enthusiasts, but also enabled the public to better understand the concept and theme of the Expo, drawing them closer to the event.

Among them, the global emblem contest of Expo 2010 Shanghai held in 2003-2004 received nearly 9,000 submissions from China as well as 15 overseas countries. The

Expo's mascot contest, which was launched in 2007, attracted widespread attention and participation. Nearly 27,000 designs were submitted from 21 countries spanning Asia, Europe, North America, South America and Oceania.

In addition, Expo 2010 Shanghai also launched a call for music, posters and other submissions. Among them, the music contest from 2007 to 2009 focused on selecting the Expo theme song, the audio logos and the volunteer songs. From over 30,000 song entries, 51 Expo songs were selected; 25 audio logos were chosen from over 1,000 entries; and over 100 volunteer songs were also selected.

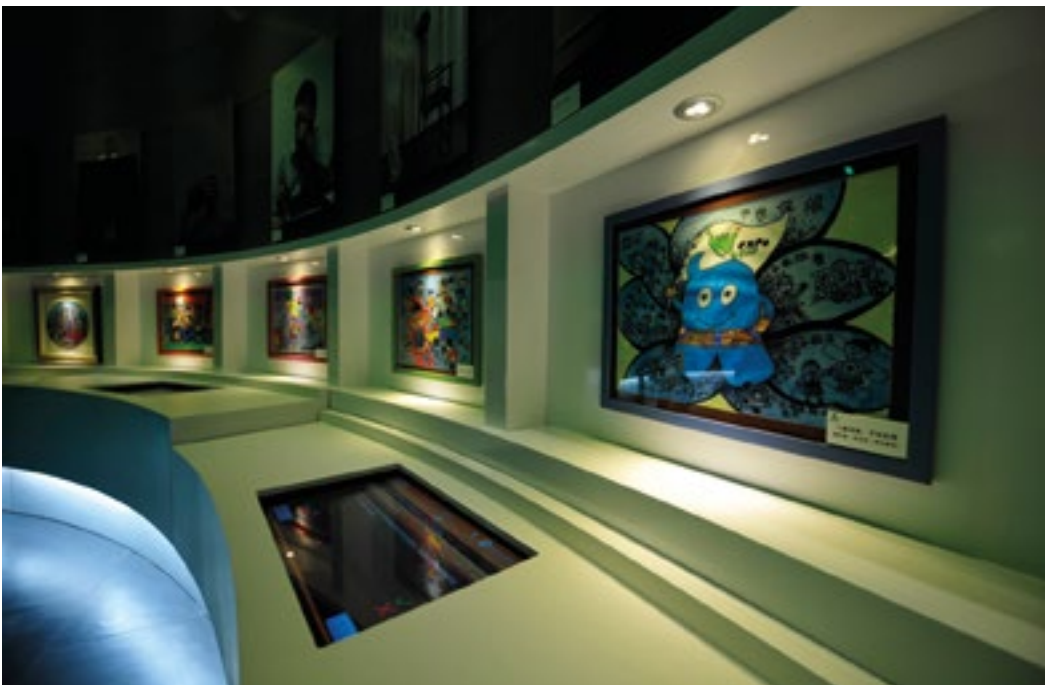
Shaping urban civilisation

The Expo's public participation is also reflected in the slogan "Starting from Oneself to Create a Better City". In order to mobilise the people of Shanghai to participate in the Expo, dedicate themselves to the Expo and share the Expo's message, Shanghai launched the "600 Days Action Plan to Welcome the Expo" to involve all citizens and shape urban civilisation in all aspects.

Improving the urban environment and creating a clean Shanghai

To welcome the Expo, the relevant government departments embarked on a mission to find solutions the city's long-lasting problems, and to improve urban and rural infrastructure and the environment. At the same time, a large number of citizens with a keen interest in the city's environmental and landscape issues also went into action. They took the initiative to join a variety of clean city and sanitation patrol actions: some led the service teams to pick up litter in communities; some went into streets and alleys every day, using a camera to take pictures of areas that needed improvement and relaying this to the relevant departments and the news media; some purchased

The Citizens' Initiative Pavilion at Expo 2010 Shanghai



trees and plants at their own expense in their residential areas, and even placed benches in the community, greatly beautifying the living environment of residents.

Improving the quality of service and creating a caring Shanghai

Shanghai's various frontline service industry workers also responded to the initiative with their own actions. For example, to welcome the Expo, more than 100,000 Shanghai taxi drivers upgraded their vehicles, practiced English, and sought to improve their service etiquette. Similar to the taxi sector, Shanghai's postal, banking, telecommunications sectors and 58 other customer-facing industries – and their 4.02 million employees – embarked in the process of welcoming the Expo by improving their professional skills, rectifying problems and responding to issues raised in public assessments conducted every 100 days. After five rounds of assessments, the score of these industries improved significantly, and each service became a vivid representations of “Better City, Better Life”.

Promoting better behaviour and showing the elegance of Shanghai

Of course, the most important “business card” of a “better city” is the image and behaviour of each citizen. In order to present a good image as a host, all Shanghai citizens joined in activities to “Say goodbye to bad habits and improve manners”, starting from day-to-day behavioural changes such as avoiding jaywalking, ending littering, and improving etiquette. The campaign also sought to improve manners in language, travel, driving, parking, riding, queuing and exhibition viewing, among others.

In addition, millions of families, workers, teachers and students, as well as construction workers coming to Shanghai, took part in “Learn Etiquette” activities, which informed citizens about knowing and carrying out correct etiquette.

The Expo mascot, Haibao, was selected as part of an international design contest open to all



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DES EXPOSITIONS (BIE)

Public participation during Expo 2010 Shanghai

Public participation in Expo pavilions, forums and events

Although the official participants in World Expos are countries and international organisations, the Expos stage also belongs to the public. Therefore, the pavilions, forums and activities of Expo 2010 Shanghai provided a platform for the public to participate directly in the planning, presentation and discussion of the Expo theme according to their own interpretation.

Citizens' Initiative Pavilion

The Citizens' Initiative Pavilion at Expo 2010 was a pavilion based around public participation, which focused on the theme of "Our Home" and conveyed the idea that "every action you take will change our lives". Here, the audience were both visitors and curators: the general public could contribute anything so long as it related to Expo 2010.

The pavilion's "Show Space" consisted of an olive-shaped stage and a curved LED screen in the background, providing an opportunity for the public to take to the stage of the Expo and speak to the world. During the 184 days of Expo 2010, in three-day cycles, citizens were able to use this stage to showcase their talents and skills.

Programmes and activities were combined inside and outside the pavilion, so that the public had different ways to participate; for instance they could write a message on a paper airplane and throw it into the "Wishing Tree", or take part anytime, anywhere through mobile phones or online.

The Citizens' Initiative Pavilion was a bridge between the general public and the Expo, allowing the public to fully share the joy and achievements of the event. During the six months of Expo 2010, more than 2.6 million people visited the pavilion in person and more than 47 million people participated through online, mobile phone and on-site activities. More than 240,000 messages were received from the public through the website,

The Citizens' Initiative Pavilion encouraged the public to share in the joy and achievements of the Expo

Although the official participants in World Expos are countries and international organisations, the Expo stage also belongs to the public

nearly 120,000 photos uploaded by the public were put on display, 10,000 paintings were received, and more than 1,100 performances were held in the “Show Space” with more than 3.67 million direct and indirect views.

Life Sunshine Pavilion

The Life Sunshine Pavilion at Expo 2010 was the first pavilion in Expo history to be dedicated to people with disabilities. Conveying the idea “Caring for life, Sharing the sunshine”, the pavilion aimed to increase awareness of people with disabilities and disability issues.

There were two important experience areas in the Life Sunshine Pavilion. In the first, the audience experienced blindness in a “dark world”, in order to experience the feeling of losing their eyesight, and to understand more about the life of those who are visually impaired. The second was a “smart living room” with a variety of high-tech facilities including an automatic kitchen, an automatic bathroom, wheelchairs, robots, etc., to showcase how people with disabilities can experience a better life in the future.

The Life Sunshine Pavilion provided a perfect barrier-free and welcoming experience for visitors with disabilities, and also gave them a stage to show their skills and talent, making them protagonists of the Expo.

Half of the volunteers in the pavilion were persons with disabilities, including 12 guides who were deaf, 12 guides who were visually impaired and 12 guides with physical disabilities, fully demonstrating the social value of the equal participation of people with disabilities. In the performance area of the pavilion, performers with disabilities impressed the audience with their exquisite piano performances, painting, calligraphy and sculptures.

During 184 days, the pavilion received a total of 2.14 million visitors, including 215,000 people with disabilities, and was hailed as the “warmest” pavilion in the Expo.

Public forums at Expo 2010 Shanghai

Public forums were an important part of Expo 2010 as they promoted public participation in the Expo and built an important platform for national and city-wide participation. A total of 41 public forums were held in China and abroad. In China, these forums took places in provinces, autonomous regions and municipalities, and in the districts and counties of Shanghai. These included three youth forums, 21 provincial, regional and city forums, 13 district and county forums, and four women and children forums, culture and media forums, and sponsor enterprise forums.

The youth forums in particular focused on themes such as “Love City, Love Life”, and “Youth Power in Challenges and Opportunities”, allowing young people of different ages, different regions, and different social and educational backgrounds to discuss the problems and responsibilities faced by youth in urban development.

The provincial, regional and city forums combined the Expo theme and characteristics of each province, region and city participating in Expo 2010. From the perspectives of “environment and urban development”, “low-carbon economy and urban future”, etc., business figures, experts, scholars and city residents discussed solutions to the problems encountered in urban development.

The Shanghai district and county forums took the millions of people living in

© WEM



The Life Sunshine Pavilion, themed "Caring for life, Sharing the sunshine"

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The preservation of Shanghai's shikumen was the focus of a dedicated public forum in line with the Expo theme

Citizens of Shanghai organised a multitude of artistic and cultural performances at the Expo



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Shanghai as the main focus. Looking at the key points of cultural, economic and social development of the districts and counties of Shanghai, these forums explored vital issues of public concern. The topics of the forums included “Development of an International Metropolitan Sub-Center”, “Shanghai Shikumen Heritage Preservation and Cultural Inheritance”, and “Automobiles and Suburban Life”.

Community activities at Expo 2010 Shanghai

Community activities refers to the cultural activities organised by the 18 districts and counties of Shanghai. Involving the participation of citizens, these activities included the Citizen Plaza within the Expo site, as well as all kinds of Shanghai-related cultural and artistic programmes (dance, theatre and traditional opera) created and performed by citizens. There was also a variety of traditional and folk activities, in addition to community sport and fitness activities.

The call for community activities was received with active participation from citizens. A total of nearly 1,500 programmes were registered, and more than 10,000 local citizens participated in the different performances. During the Expo, the open-air stage of the Citizen Plaza held three performances every day, with groups from various districts and counties taking turns to perform. As the protagonists on the stage of the Expo, the citizens fully demonstrated the charm of Shanghai.

Public participation via the Expo volunteer service

Volunteering was the main vehicle for the general public to participate in the World Expo. In fact, Expo 2010 was the event with the largest number of volunteers in history, with more than one tenth of Shanghai citizens participating in volunteer activities in 2010.

For Shanghai, the presence of Expo volunteers enriched the character of the city and changed its spirit.

Gathering volunteers: the widest possible participation

As Expo 2010 was a major event for Shanghai and China, citizens were eager to play a role in making it a success. Being a volunteer at the Expo was an important way to achieve this aim. Therefore, following the early engagement campaigns, citizens gave a warm response to the Expo 2010 Shanghai volunteer service as soon as it was launched.

Volunteers for Expo 2010 were divided into three categories: volunteers on the Expo site, volunteers at urban volunteer service sites and urban civilisation volunteers. More than 600,000 people from 109 countries and regions applied to become volunteers on the Expo site and in the service sites for 200,000 available positions, demonstrating the great enthusiasm of people from all walks of life for the Expo.

After more than 20,000 interview sessions, the final selection of Expo volunteers included students, teachers, civil servants, corporate employees, retirees and freelancers, as well as local residents and enthusiasts from all over the country and overseas. With such a wide range of people participating in the Expo volunteer service, the expression “everyone is a volunteer” can summarise the enthusiasm for participation.

In order to ensure a high standard and quality of volunteer service, the Organiser of Expo 2010 integrated social resources, set up a team of expert tutors, established cooperation with 16 professional organisations, developed 14 volunteer training courses, and organised a team of more than 600 teachers. Through Internet platforms, 41 training bases, and more than 1,000 service posts, all volunteers received four stages of systemic training, namely online training, face-to-face training, pre-activity training and on-the-job training.

Expo 2010 was the event with the largest number of volunteers in history

Expo 2010 Shanghai volunteers helped all visitors feel “the spirit of the city”



Volunteers embodying the spirit of the city

A total of 79,965 volunteers worked on the Expo site, contributing a total of around 10 million service hours; 100,228 volunteers worked in the urban volunteer service sites contributing more than 6 million service hours; and nearly 2 million volunteers worked throughout the city as urban civilisation volunteers.

Expo 2010 was a large-scale and long-term event, and the volunteers' tasks were unprecedentedly formidable and complex. The motto "At Your Service at Expo", was the most enthusiastic and confident vow of the Expo volunteers, who pursued the concept of: "One day of participation in the Expo, one day of improvement."

Every evening, the person in charge of each volunteer workstation and the management position volunteers collected information on the day's volunteer services, compiling common questions and answers, and sending them to the volunteers, so that the volunteer services could be improved every day.

The volunteers also compiled their own "working tips" and passed them on to the next batch of volunteers. The tips recorded in detail the work characteristics and common situations of each service post on the site, listed the most common visitors' questions and the answers to these, and included schematic diagrams made by the volunteers themselves, which were the crystallisation of their hard work.

In addition to spontaneously compiling their "working tips", volunteers also put forward their "golden ideas" to better serve visitors. Such ideas included the creation of luggage storage for the convenience of visitors from outside Shanghai, and the provision of a small number of maps in foreign languages other than English to help visitors from non-English speaking countries.

During the Expo, the Organiser conducted 10 evaluations of the quality of service on the site. Among them, the average rating of the volunteers was 96.31 per cent and the highest rating was 98.4 per cent, with the volunteer rating always the highest among all staff. Being in contact with the volunteers, visitors were able to really feel the "spirit of the city".

Public participation in the management of the Expo site

Visitors to the Expo were not only just spectators and guests, they were also sometimes participants in the management of the Expo site in line with the principle of: "Visitors' suggestions give the space for the Organiser to improve services." Following this principle, Expo 2010 Shanghai ensured open communication channels with visitors through the official website feedback platform, the Expo hotline, the suggestion box at the site's

information desk, and the "Golden Idea" collection campaign, with a special team dedicated to handling these suggestions. Through these communication platforms, members of the public were able to communicate problems to the Organiser in a timely manner, and urge the latter to continuously improve the operation and quality of service of the Expo site.

For example, a visitor to the Expo found that it was dirty inside the queue to a pavilion. This was because there were no rubbish bins available, so the litter produced during the long

Many changes in the Expo site and improvements in services and facilities were the result of the active participation of visitors

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queue was thrown on the ground by some visitors. The visitor complained about this through the platform on the Expo website, and put forward a suggestion to the Organiser: to hang rubbish bags on the railings. After a field investigation, the Organiser took steps a few days later by tying a garbage bag every few meters to the barriers used to guide queues in the site.

Umbrellas, barriers, signs, fans, wheelchairs, hot water supply points: many changes in the Expo site and improvements in services and facilities were the result of the active participation of visitors in the management of the Expo site and their communication with the Organiser. It is precisely because the Organiser cannot consider all the issues from the very beginning that the feedback from visitors is so valuable and makes the Expo site run better and better.

In addition to infrastructure and facility suggestions, visitors also made suggestions on the operational and service mechanisms. For example, the China pavilion featured a "Visitor Service Post", where visitors volunteered to help maintain order in the queuing area and distribute the China pavilion guide maps during peak hours every day. This post was also created as a result of visitors' suggestions.

From being a little nervous with 200,000 visitors during the trial period to handling a record of 1 million visitors per day with ease, the secret was involving visitors in supervising and managing the Expo's operations. It was with this form of public participation that the Organiser was able to continuously improve the visiting experience around the needs of visitors.

Visitors to Expo 2010 Shanghai were encouraged to provide feedback and contribute to the management of the Expo site

Follow-up effect of public participation in Expo 2010 Shanghai

Continuous improvement of citizens' manners

According to the “Civilization Index of Shanghai” released by the Shanghai Municipal Spiritual Civilization Construction Office in December 2010, the civilization index rose from 78.95 in 2008 to 91.6, showing that the manners of Shanghai citizens had improved significantly as a result of the Expo.

Since Expo 2010, Shanghai has made it clear that urban development relies on the active participation of the people

Following the Expo, Shanghai's urban development took place at a rapid speed, and improved manners have not fallen behind. Littering and spitting became rare, and the phenomenon of jaywalking was greatly reduced. The biggest change was undoubtedly that following the Expo, queuing and observing rules infiltrated into people's way of life. Whether on the subway platforms, in shops or at the counter, people can now be seen lining up quietly, without the need for to maintain

order, and with very few people jumping the queue.

Modesty, generosity, courtesy, elegance and calmness have become the common values and code of conduct for people living in Shanghai.

Green and low-carbon concepts integrated into daily life

After the Expo, the concept of “green and low-carbon” increasingly came into people's lives, and has been converted into practical actions, with the whole society gradually forming a social trend of advocating for and practicing the low-carbon life.

The reduction of emissions, such as walking, using bicycle-sharing and traveling by public transport, paying utilities online, reducing use of plastic bags and disposable tableware, and recycling, has become the norm of people's lives, according to the “2019

Research Report on Low-Carbon Lifestyle of the Public in the Context of Internet Platforms” released by the Research Group of the Environment and Economic Policy Research Center of the Ministry of Ecology and Environment.

To give one example of this type of behaviour, 500 million people around China have planted 122 real trees in three years through low-carbon behaviour as part of a public welfare programme allowing mobile phone users to save virtual ‘energy’ to plant trees. In 2019, users in the Shanghai area took the lead in the reduction of emissions, achieving a decrease in carbon emissions of 249,000 tonnes. This equates to a reduction in the use of 11.9 billion plastic bags.

Wider public participation in urban governance

The Shanghai Declaration, issued on the closing day of Expo 2010, proposed the construction of

Sorted waste containers in Huangpu Park, Shanghai



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liveable communities, one aspect of which is to “encourage public participation in urban planning and management”. Since the Expo, Shanghai has made it clear, while seeking to improve its good governance, that urban development should not only benefit the people to the fullest, but also rely on their active participation.

The lasting impact of Expo 2010 Shanghai includes improved queueing etiquette and a greener city

Expanding the channels to listen to the public

In the city planning, Shanghai is this year at a crucial stage in the preparation and drafting of the 14th Five-Year Plan. Shanghai insists on “opening the door to draw up the plan” by listening extensively to people’s opinions and suggestions. Residents, farmers, experts, business representatives, and even young people are the focus of this consultation, with the intention of incorporating citizens’ aspirations for a better life and their “golden ideas” for a liveable city into the design of the city’s strategic plan.

Regarding the supervision of city operations, a “12345” citizen hotline has been launched in Shanghai. This hotline not only provides citizens with information and consultation services, but also takes complaints and suggestions on problems in city operations, from environmental sanitation and river pollution to food safety, road traffic, and mobilising citizens to participate in city governance. Since its opening in 2012, the hotline has received an average of more than 10,000 calls a day, and been an important platform for government departments to work closely with citizens and improve their work. The citizen hotline service has now added a website, a mobile app, a WeChat account and other service channels, making it easier for citizens to become “neurons” in the city’s operations.

In terms of participation in community governance, many communities have set up residents’ self-governing organisations over the past decade. These organisations, which have different functions and scopes, allow residents to participate in building a better home. For example, residents can put forward their ideas and suggestions on community issues, such as the renovation of residents’ activity centres, the upgrading of indoor sewage pipes and the installation of elevators in old buildings. In addition, these residents’ self-governing organisations mobilise the public to help the elderly, to assist in the parking of vehicles in the community, and to solve residents’ problems so as to make the community a better place to live.

Perfecting the volunteer service system

Volunteering at Expo 2010 expanded the access and ability of citizens to participate in urban governance, which has become a strong legacy in favour of enhanced urban management.

In train stations, airports, commercial complexes and other urban areas with concentrated flows of people, the city volunteer service stations, popular during the Expo, are still in operation. White-collar workers, community residents and university students continue to serve as volunteers, providing services to visitors and citizens.

From the World Swimming Championships, to the Conference on Interaction and Confidence-Building Measures in Asia (CICA) and the China International Import Expo, volunteers have always been active in international events, providing essential support services while showing the spirit of the city.

The work of community volunteers is very broad, ranging from helping the elderly and the disabled, to improving environmental sanitation, maintaining community security and organising cultural and sports activities. Just one year after the implementation of “Shanghai Household Waste Management Regulation”, the city’s overall garbage sorting compliance rate reached over 90 per cent, making garbage sorting part of a new low-carbon lifestyle. What lies behind

the figures are the tremendous endeavours that community volunteers have made in terms of communication, guidance, reminders and encouragement.

Volunteer services have also played an important role in controlling the Covid-19 pandemic. In Shanghai, more than 200,000 volunteers had devoted themselves through more than 6,700 volunteer projects related to the containment of the epidemic by March 2020. Great contributions have been made by volunteers in the fight against the epidemic, including in the community, in transportation hubs, measuring temperature, screening for infection, registering demand for masks, carrying out disinfection work, arranging vehicles, maintaining order, and providing translation services.

As of June 2020, there were 4.78 million registered volunteers in the “Shanghai Volunteer Network” (up from 1.03 million in December 2011), accounting for around 18 per cent of Shanghai’s resident population. These volunteers carried out 348 million hours of volunteer service. A recent survey on the development of volunteering in Shanghai showed that 57 per cent of volunteers indicated that they would increase their participation time, while 39.5 per cent would keep their current participation time. Volunteer culture has become a social trend and reflects the spirit of the city, with citizens’ participation in social governance becoming more active and extensive.

Expos belong to the public. Only with extensive and in-depth public participation can the preparation and hosting of an Expo be successful, can its spirit and philosophy impact more people, and can it lead to the progress of the host city.

“Better City, Better Life”: only when everyone participates, when everyone takes responsibilities, when everyone contributes and when everyone shares, can we create a better life in the city together.

*Volunteer culture has become
a social trend and reflects
the spirit of Shanghai*

Hong Hao is the Chairman of the Board of Directors of the World Expo Museum (WEM) and the former Director General of the Bureau of Shanghai World Expo Coordination.

L'engagement citoyen à l'Expo 2010 Shanghai

L'Exposition Universelle Expo 2010 Shanghai, la première Exposition Internationale Enregistrée organisée dans un pays en développement, a retenu l'attention du monde entier. La Chine s'était solennellement engagée vis-à-vis de la communauté internationale à accueillir une Exposition Universelle « couronnée de succès, splendide et inoubliable ».

Les Expositions Universelles sont des événements organisés pour le grand public. Une participation importante des citoyens était dès lors essentielle pour que l'Exposition Universelle 2010 réponde effectivement à l'engagement pris d'en faire un événement véritablement « couronné de succès, splendide et inoubliable ».

Dès la phase préparatoire, l'idée fut d'« accueillir une Exposition Universelle avec enthousiasme et d'encourager la participation du public ». Aussi, l'Exposition Universelle 2010 a mis en place diverses plateformes en vue d'encourager et de faciliter l'engagement de toute la société, et notamment celui du public au sein de l'Exposition avec comme moteur « des occasions à saisir, des ressources à partager, des thèmes à interpréter, des événements à organiser et des dynamiques à créer ».

Tout le processus de l'Exposition fut marqué par cette forte participation du public ; « une Exposition Universelle pour tous » faisant écho à l'engouement considérable suscité dans l'ensemble du pays. En amont de l'Exposition par exemple, dès la célébration du compte à rebours des 600 jours avant l'ouverture de l'Expo 2010, les citoyens de Shanghai s'employaient à améliorer le respect des règles de civisme et de protection de l'environnement, ainsi que la pratique des langues étrangères en préparation de l'Exposition. Au cours de l'Exposition, près de 80 000 bénévoles œuvraient sur le site de l'Exposition, plus de 100 000 dans la ville ainsi que deux millions pour l'ensemble de la région, tous travaillant de concert au succès de l'Exposition.

C'est en participant que le public peut davantage apprendre et s'enrichir d'une expérience unique. Avec l'Expo 2010 Shanghai, le précieux legs issu de la participation du public s'est diffusé au sein de toutes les composantes du progrès social : les citoyens ont adopté les concepts de réduction de l'empreinte carbone et de protection de l'environnement, le civisme des citoyens s'est accru et la gouvernance urbaine moderne s'est considérablement améliorée... L'Exposition Universelle a véritablement constitué une plateforme unique et historique dans le processus de développement par étapes de la ville qui l'a accueillie.

Hong Hao est le Président du Conseil d'Administration du World Expo Museum (WEM) et l'ancien Directeur Général du Bureau de Coordination de l'Exposition Universelle Shanghai.



A nighttime photograph of the Expo 2012 Yeosu and Incheon site. The image shows a large, curved, illuminated structure, possibly a bridge or a walkway, with a large crowd of people gathered on it. The structure is reflected in the water below. In the background, there are various buildings and structures, some of which are illuminated. The sky is dark, and the overall scene is lit up by artificial lights.

Expo 2012 Yeosu and collaborative governance in the Republic of Korea

**SungWook Choi
JungYul Kim**

Various actors take part in Expos, including international organisations, national and local governments, businesses, NGOs and citizens. The roles of these actors in an Expo can be grouped in the following categories: host organisations, support organisations, sponsors, advisory groups, media, and visitors. The key to the success of an Expo lies in the effective establishment of social coordination mechanisms. In other words, an Expo is more likely to succeed when collaborative governance has been appropriately set up among all the actors involved.

Ansell and Gash¹ define collaborative governance as “a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process to make or implement public policy or manage public programmes or assets.” The governing arrangement or social coordination of Specialised Expo 2012 Yeosu was certainly a collaborative governance - at least the bid and the implementation phases - according to the framework of Ansell and Gash, in the sense that the Expo was initiated by public institutions; the platform was formally organised and met collectively; decisions were made and programmes were implemented via consensus; and the focus of collaboration was on the public as a whole.

In history, we have three main forms of social coordination involving a governmental role - hierarchy, market, and network. For the analogy of navigation, the government can be seen as a captain who not only directs the rowing, but also the steering, or a steersman who holds a rudder. In this sense, government and public authorities can act as leaders, supporters or coordinators in sailing towards a triumphant Expo.

What mode of social coordination did Expo 2012 Yeosu have? Did it have a hierarchy-oriented, a market-oriented or a network-oriented governance? In this paper, we attempt to gain an insight on the conditions in which different players act collaboratively and have a successful outcome in the Expo process.

The paper proceeds as follows. First, a brief summary of Expo 2012 Yeosu is given. Second, the roles of main actors engaged in the Expo are described. Third, we analyse the modes of social coordination, i.e. the forms of governance in the three phases of the Expo process (bid, implementation, post-Expo). Finally, we discuss the factors in organising a successful Expo and the challenge of changing governance.

Overview of Expo 2012 Yeosu

The Expo, held in 2012 for 93 days in Yeosu, a port city of Jeonnam province, Republic of Korea, was a Specialised Expo recognised by the Bureau International des Expositions (BIE). With its theme “The Living Ocean and Coast,” 104 countries, 10 international organisations, 23 local governments and 7 businesses participated in the Expo. The



event received over 8.2 million visitors of which 95.1 per cent were Korean, and 4.9 per cent were foreign.

Expo 2012 Yeosu was organised to provide a chance to develop the global community's perception of the value of the ocean and coast and to emphasise the need for cooperation and sustainable development in the marine sector, paving the way for the Republic of Korea to promote its advanced marine science and technology as well as its marine industries. In particular, Yeosu and its citizens, as the host, expected that the Expo would give momentum to overcome the alienation caused by being in a relatively underdeveloped region. It was also hoped that the Expo would enhance the community spirit of residents, notably in the resolution of conflicts between the industrial complex and the local population. The idea was that through the Expo, Yeosu would become a model city for new regional development in the future.

Expo 2012 Yeosu took place on a 25 hectare site between 12 May and 12 August 2012

Roles and Governance

The Organising Committee

The Republic of Korea initially sought to organise World Expo 2010 in Yeosu, and the bidding committee was created in 1996. Chung Mong-Koo, President of Hyundai-Kia Automotive Group - ranked as one of the largest conglomerates in the Republic of Korea - was appointed as the Chairman of the committee, which consisted of 40 prominent figures, including business leaders, academics, and representatives of cultural and artistic circles. The bidding committee had the strong support of Chairman Chung. For instance, the international branch network of Hyundai Motors was used as a channel for contacting BIE Member States to overcome the limitations of overseas missions. However, the bid was not successful.

The official apparatus for the bid to organise Specialised Expo 2012 in Yeosu was launched in August 2007, with Kim Jae-Chul, Chairman of Korean firm Dongwon Group, heading the bidding committee. The latter was composed of 80 leaders from various sectors of society, including politics, government and business. Chung Mong-Koo

The Prime Minister of the Republic of Korea, Han Duck-soo (centre) and head of the Expo 2012 Yeosu bidding committee, Kim Jae-chul (left of centre) following the election of Republic of Korea as host country of Specialised Expo 2012



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assumed the honorary chairmanship of the committee, supported by the Prime Minister of the Republic of Korea who gave his backing to the consecutive bid, and Yeosu, the host city, named him as an honorary citizen in both gratitude and expectation of his endeavour in promoting the city as part of the Expo bid. Working together with the former members, the bid committee focused on bidding diplomacy through global business networks, regional headquarters, and dealers in 190 countries. Finally, the dream of winning the bid to host Specialised Expo 2012 was achieved. The Special Act on Assistance to Expo 2012 Yeosu was enacted in March 2008, and the Organising Committee for Expo 2012 Yeosu was formally established under this Special Act.

For the Chairmen of the Organising Committee, the first was a former Minister of Oceans and Fisheries; and the second was a former Minister of Construction and Transportation. Thus, in the implementation phase, figures from government administration were in charge of the committee, while figures from business were in charge of the bid phase. In order to demonstrate the President of the Republic of Korea's strong support for the Expo, the head of the Presidential Council on Nation Branding served as the Secretary General of the Organising Committee.

The chairman of the Organising Committee of Expo 2012 Yeosu, Kang Dong-suk, during the 150th General Assembly of the BIE in December 2011



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Yeosu residents
greeting the arrival
of the BIE Enquiry
Mission in 2007

The National Government and its support system

The President of the Republic of Korea at the time of the bid, Roh Moo-Hyun, who had previously served as Minister of Oceans and Fisheries, expressed a strong willingness to win the bid and made Expo 2012 Yeosu a presidential priority. Just one example of his vigorous will to succeed in the bid was that the President met unprecedentedly twice in one day with the BIE Enquiry Mission, not only at the Cheongwadae presidential office but also in the candidate city Yeosu.

The Prime Minister of the Republic of Korea, the Chairman of the Government Support Committee to the Expo, also frequently checked the progress of what each related ministry should do for the bidding, and conducted several rounds of support activities towards the ambassadors of BIE Member States in the Republic of Korea,

including individual meetings and working lunches. The Cabinet Meeting confirmed the bid for Specialised Expo 2012 as a national plan at the end of 2004, and three months later, the Expo Bid Promotion Task Force was organised throughout the related government ministries. The Government Support Committee created in May 2006, chaired by the Prime Minister and composed of government ministers and executive officers, related Governors, the Mayor of Yeosu, and the chairman of the bidding committee, coordinated the policies and assistance programmes related to the Expo among government ministries. To symbolically demonstrate the support of the National Government to the local community, four of the six face-to-face meetings of the Government Support Committee were held in the bid city of Yeosu, far away from the National Government Complex. The Government also provided incentives to encourage business participation in the Expo, including tax reductions or exemptions. The Ministry of Oceans and Fisheries, which was in charge of implementing the national plan, signed an agreement with the Korea Land Corporation to complete the construction of the main exhibition hall by 2009. Meanwhile, the National Assembly passed the Special Act on Assistance to the Expo 2012 Yeosu and formed the special subcommittee for Expo bidding, composed of 15 Congressmen.

*The Government provided
incentives to encourage
business participation
in the Expo*

Local government and civil society

The request of local government and citizens was the starting point for bidding for the Expo. It could not have been confirmed as a national project without the request of Jeonnam Province, which has jurisdiction over Yeosu. The Province submitted a proposal to bid for World Expo 2010 to the Ministry of Oceans and Fisheries. The President of the Republic of Korea then declared his willingness to host the Expo on the theme of the ocean. Four cities and counties under the jurisdiction of the Jeonnam were in competition to host the Expo, and in 1999 the Ministry of Oceans and Fisheries finally decided on Yeosu as the venue after its screening of different candidate cities in the Republic of Korea. However, following the bid process, BIE Member States elected China to host the World Expo in Shanghai, a great city incomparable with Yeosu in terms of scale.

Civil society and different levels of local government had actively participated in fostering the atmosphere for hosting the Expo. Although losing the bid for World Expo 2010, Jeonnam Province and Yeosu City proposed bidding for an Expo again to the National Government in 2002 when the FIFA World Cup was jointly held in the Republic of Korea and Japan. At this time, Yeosu and its civil society also planned to propel the Expo both to President Kim Dae-jung and to President-elect Roh Moo-Hyun. Yeosu launched the Citizens Committee for the 2012 Expo, composed of citizens and officials from 80 civil society organisations and including several levels of public organisations within its jurisdiction.

At the level of Jeonnam Province, the existing Citizens Bidding Committee was revived in 2005 as the Local Bidding Committee for Expo 2012 Yeosu to strengthen the will to host the Expo. At the level of Yeosu City, in April 2005 the city established a

*When the BIE Enquiry Mission
visited Yeosu, a quarter
of the city's population were
involved in the welcoming
ceremony for the visitors*

new Expo support bureau and launched the Yeosu City Bidding Committee for Expo 2012. The Yeosu City Bidding Committee was operated via voluntary citizen donations with the amount of donations reaching to 2.6 billion won (around 2.6 million dollars). In 2007, when the BIE Enquiry Mission visited, Yeosu and its citizens participated in the process so actively that around 70,000 citizens, a quarter of the city's population, were involved in the welcoming ceremony for the visitors.

In the civic sector, there were various forms of voluntary participation, which is one of the main differences with the Specialised Expo 1993 Daejeon, hosted by the Republic of Korea nearly 20 years before Expo 2012. For example, a volunteer group known as 'Expo SNS Supporters' carried out support activities for the bid by using social networking services. The group regularly participated in a total of 53 promotional activities through voluntary planning during the Expo itself. Meanwhile, citizen participation within Yeosu was indicated mainly through the 'No car driving campaign' or volunteer activities during the mega-event. Through a process of recruitment, volunteers were selected and undertook several types of training, such as online learning, off-line group learning, and on-site learning, finally becoming a formal voluntary association for the Expo.

Volunteers on the
site of Expo 2012 Yeosu



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Analysing the modes of social coordination

Bidding phase

An organised system of solidarity and cooperation between the Government and the civic sector was implemented during the bidding phase. According to self-evaluation by the Bidding Committee for the Expo 2012 Yeosu, a key factor in its success was “a bonded partnership between the public and private sector.” The window for the partnership was opened with the local initiative in the earliest steps, i.e. the local governments and citizens had requested the Expo bid as a national plan.

Yeosu is a port city with a population of around 300,000 people, accounting for only 0.6 per cent of the total population of the Republic of Korea. However, the city government and the citizens of Yeosu were so active in their participation that their contribution rate for winning the bid is estimated at between 15 and 30 per cent. Significant contributors to the success of the bid reminisce about “public-private partnerships,” “collaboration between government and citizen” and “cooperation and support of relevant actors.” The word “private” in the aforementioned public-private partnership needs to be understood as focusing on civil society rather than encompassing both the business and the civil society sectors. It should be noted that it was not easy to cooperate with the business community in the earlier stages of bidding for the Expo. Moreover, the Government had difficulties looking for and choosing the head of a company as the chairperson of the bidding committee in order to provide further incentives to induce corporate participation.

In sum, the hybrid mode of network-hierarchy with strategic cooperation among national and local governments and civil society was built up under the banner of one nation in the bidding phase.

Local government and citizens were highly involved in the bid to host Expo 2012 Yeosu

Strategic cooperation among national and local governments and civil society was built up under the banner of one nation



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The opening ceremony of Expo 2012 Yeosu

Implementation phase

The National Government had the initiative to organise the mega-event and its role became relatively stronger during the implementation phase, while the activities of local governments and civil society were more highlighted during the bidding phase. As the Expo was a national project that required a significant budget that local governments could not afford, the role of the National Government was more significant in the implementation phase.

The influence of the roles of the stakeholders involved in this phase was symbolically revealed at the Expo's opening and closing ceremonies. The President of the Republic of Korea took part in the opening ceremony and declared the opening of the Expo, while the Prime Minister attended the closing ceremony, also attended by the UN Secretary General, the President of the General Assembly of the BIE, the BIE Secretary General, the Mayor of Yeosu, the Governor of Jeonnam Province, and the Chairman of the Organising Committee. In particular, it made an impression that the Mayor of Yeosu, a 'small' city in the Republic of Korea, which has traditionally been dominated by hierarchical values and National Government, made a speech on the same platform as the Prime Minister and the Governor, both higher ranking. His speech on the stage is a condensed symbol that may demonstrate the role and influence of the local government and its citizens ahead of the Expo.

It is noteworthy that civil society had various forms of voluntary participation in Expo 2012 Yeosu, for example: the campaign to gather more than 100,000 signatures; an active participation such as medical volunteering work in Africa; and voluntary public

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The main thoroughfare of Expo 2012 Yeosu

The closing ceremony
of Expo 2012 Yeosu



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relations activities at a private level. These activities marked an increase in the role of civil society. Yeosu has many civic associations and a large-scale national chemical-industrial complex. There have been several industrial accidents in the complex in which chemical plants broke down and pollutants leaked into the environment. Thus historically, environmental groups were established and became very active in monitoring the chemical plants. At the time of hosting the Expo, the Mayor of Yeosu was a former activist who had spent most of his career in the civic associations.

In sum, a dual system appeared in the implementation phase: strong support by the National Government and a strong link between the local government and civil society occurred alongside each other to ensure successful coordination in organising the mega-event.

Post-Expo phase

After the Expo, the National Government assumed the responsibility of managing and utilising the Expo facilities. By amending the Special Act on Assistance to Expo 2012 Yeosu, in March 2013, the Organising Committee was succeeded by the Expo 2012 Yeosu Korea Foundation, whose main functions relate to the post-Expo use of the site and the commemoration of the Expo. According to the Special Act, the chairperson of the Foundation shall be appointed by the Minister of Oceans and Fisheries upon the recommendation of the board of directors. And the members of the board (not more than eight directors) shall be appointed by the chairperson with the approval of the Minister of Oceans and Fisheries, with at least one director to be recommended by the Governor of Jeonnam and the Mayor of Yeosu, respectively.

The Minister of Oceans and Fisheries has approved the project and budget of the Foundation, contributing around 40 per cent of the Foundation's budget for the fiscal years 2014 to 2017. The role of the National Government was expected to increase



Overview of the site of Expo 2012 Yeosu

proportionately in the post-Expo period. However, the National Government has actually had less interest in the venue than in the previous phases. In the future, governmental support is uncertain at the national level with the application of the sunset budgeting system. Not only the Government, but also actors in the private sector such as businesses and citizens have shown a decrease in interest and participation since the closing of the mega-event. The third public bid was made for sale of the Expo site in June 2020, but failed because no business applied for it. It is thus becoming more and more difficult to utilise the facilities. This was seen not only in the case of Expo 2012 Yeosu, but also in the case of Expo 1993 Daejeon. In the post-Expo phase, the participation of businesses and citizens was lower, and the management of Expo site became a thorny issue for the National Government.

In sum, a National Government-driven hierarchical mode was expected to be relatively activated in the post-Expo phase, but Government has had trouble in coordinating the use the Expo site in the context of lower participation by businesses and citizens.

Conclusion

The key to a successful Expo depends on the effective and phase-appropriate coordination of various participants in a democratic society. Expo 2012 Yeosu represents a collaborative form of governance in which multiple actors in government and public authorities, businesses and civil society, were involved, with each appropriately playing its own role. The cooperation system between related national and local governmental organisations, civil society, and businesses was organically workable, except in the post-Expo phase.

Expos can contribute magnificently to revitalising domestic industry and

*Effective coordination and
participation should be ensured
throughout the entire process
of the Expo to ensure its success*

enhancing the national image as well as leading to the greater competitiveness of the host city. In order to accomplish a successful Expo, however, winning the bid is not everything. Effective coordination and participation should be ensured throughout the entire process of the Expo to ensure its success. Not only should the bid for the Expo be won, but it is also required to assure an active participation and a stable funding in the steps of implementation and post-Expo use.

By analysing the case of Expo 2012 Yeosu, we have an opportunity not only to look for the conditions of success of the Expo, but also to gain insights on the form of collaborative governance in the Republic of Korea – the various modes of social coordination between government authorities, business and civil society. Through hosting mega-events such as Expos and the World Cup, governance in the Republic of Korea has seemingly evolved from a hierarchical model to a network model. We can observe a change in the social coordination pattern from National Government-centred decisions towards a participative and collaborative system involving citizens and local governments. Overall, the National Government has apparently shifted its role from ‘leader’ to ‘coordinator’ during the Expo process.

Unfortunately, in the post-Expo phase, dealing with the Expo site or operating its facilities has been a headache for the National Government. The lower participation and even indifference of citizens and businesses in the post-Expo phase is a serious challenge for the achievement of the Expo. Even after the event itself is over, diverse forms of participation by actors in the private sector are necessary, in addition to a passive viewing of the Expo site by tourists. For the continuation of collaborative governance, non-governmental actors need to participate in all stages of the Expo process and have actual responsibility for the Expo outcomes. This is a problem of institutional design to narrow the gap between real and ideal social capital in a country. Generally, network governance can yield good outcomes that would be impossible in a market or a hierarchy. The participants of a network tend to have “formal accountability to network-level goals and conformity to rules and procedures is purely voluntary”.² The board of directors in the Expo Yeosu Foundation was formed in a network model in the post-Expo phase, when voluntary participation of actors in the non-state sector was lesser and when strong leadership was expected. In a context such as the post-Expo period, a strong hierarchical coordination by the National Government may be rather effective.

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Expo 2012 Yeosu et la gouvernance collaborative en République de Corée

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La clé du succès d'une Exposition Universelle ou Spécialisée repose sur des mécanismes efficaces de coordination et par étapes entre les différentes parties prenantes d'une société démocratique. L'Expo 2012 Yeosu, Corée est un exemple de gouvernance collaborative au sein de laquelle différents acteurs issus du gouvernement, des autorités publiques, des entreprises et de la société civile se sont engagés et ont rempli chacun leurs rôles. Le Gouvernement central, au départ chef de file, se plaça en tant que « coordinateur ». L'engagement actif de la part de la société civile et du Gouvernement local ont non seulement permis l'organisation sans faille de l'Exposition mais ont également contribué à renforcer le processus démocratique au sein d'un pays marqué jusqu'à la fin des années '80 par une politique économique étatiste. Enfin, les acteurs principaux et les mécanismes et modes de coordination sociale ont évolué au fur et à mesure du développement de ce méga-événement. Au moment de la candidature, il s'agissait d'un mode hybride de coordination entre réseau et hiérarchie avec une coopération stratégique entre le gouvernement central, le gouvernement local et la société civile, réunis sous l'étendard d'une nation. Au cours de la mise en œuvre de l'Exposition, un système dual était mis en place où coexistaient en parallèle l'initiative du Gouvernement central et les liens étroits entre le Gouvernement local et la société civile. Puis, au cours de la période post-Expo, était alors en partie activé un mode hiérarchique administré par le Gouvernement central.







The background image shows the interior of a large, modern architectural structure, likely a pavilion for Expo 2008 in Zaragoza. The ceiling is composed of numerous large, circular, brown-colored panels arranged in a grid-like pattern, creating a complex, web-like structure. The floor is a light-colored, possibly white or light blue, with some darker areas. In the foreground, several people are visible, including a man in a brown shirt and white shorts taking a photo, and a woman in a green shirt. The overall atmosphere is bright and open, with a clear blue sky visible through the structure.

Volunteering for Expo 2008 Zaragoza: A springboard for lasting civic engagement

María Laguna Marín-Yaseli

Specialised Expo 2008 Zaragoza changed the whole city. We could say it turned the city upside down: not only regarding the exhibition site but also the number of tourists we received and the city's infrastructure, including the improvement or modification of roads, airports, and others. These are signs of the tangible heritage of the Expo. But more importantly, we must take into account the key factor — the volunteering movement — which constitutes the intangible heritage, and which will last forever. We received overwhelming support not only from citizens but also from volunteers from all over the world, with more than 13,000 individuals taking part in the volunteer programme (of which 12 per cent came from abroad, representing 57 nationalities). This resulted in the establishment of a professionalised management of volunteers, within a strategic plan that defined organisation, criteria, services, and above all, public participation in general.

Having these organised volunteers before, during and after the event was essential for the success of the Expo. We dealt with the active participation of the public and we also received a great level of commitment and involvement by the volunteers. This opened an era in which Zaragoza cannot be understood without the participation of its citizens. As a city, we are used to seeing volunteers in any event, collaborating with professionals and giving what we like to call, “an added quality in action”. This paper explores how this volunteering movement changed from the management of volunteers for an Expo to that for a city, its advantages, and what volunteers received in terms of personal fulfilment, training, and experience.

Volunteers as the key factor during Expo 2008 Zaragoza

From the very beginning, volunteers played a key role in demonstrating the city's support for the Expo. When looking back at the initial stage of Zaragoza's bid to host the exhibition, we received enough volunteers to completely fill a bullring.

It was one of the first steps of the volunteering movement, but it was far from being an organised movement. We had to wait until 2006 to have a real volunteering plan directed by Marta Colomer Lansac, a plan which envisaged three strategic lines:

- Volunteering was organised in-house by the Expo Organiser, Expoagua, following the Spanish Volunteering Act (Act 6/15 January 1996¹) and the Social Volunteering Act of the Autonomous Community of Aragon (Act 9/7 October 1992).
- To be a volunteer, there was just one requirement: to be born before 7 September 1992. There was neither an upper limit of age nor a specific education or work requirement. Therefore, our volunteering programme was not limited to a local or even national level; it had a global scope.



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- Training was provided to ensure volunteers gave their best to visitors and to the Expo itself. This training covered any single area needed, from basic training (about the Expo, water and sustainable development, basic tourism guidelines) to specific training (from languages to etiquette for customer service, emergency situations, assisting the disabled etc.). More than 23,000 people received this basic training, and most of them did it online (about 70 per cent). To receive this online training, the regional government offered us the “Aularagon platform”. Through it, and choosing between Spanish, English, or French, volunteers had access to the same content as the on-site training. The on-site training was held mostly in Zaragoza, but sessions were also held in the most important Spanish cities such as Madrid, Barcelona, Seville, Bilbao, and other municipalities that surround Zaragoza. We developed around 80 specific training sessions covering more than 1,000 people, which could be catered to the volunteers’ interests, such as categories concerning language and focus areas.

More than
13,000 volunteers
contributed
to Expo 2008
Zaragoza

The Expo 2008 Zaragoza Volunteer Programme believed that a Specialised Expo with the theme “Water and Sustainable Development” should speak to future generations. To do so, we implemented a training programme for schools that was carried out at the Expo site, which was eventually carried out by volunteers. This programme included not only lectures but guided visits to the Visitors’ Centre, offering an alternative for school cultural trips.



Volunteers of all ages and nationalities took part in Expo 2008 Zaragoza



Complementary training contents were elaborated for other groups, activities and situations (i.e. specific training devoted to coordinators).

Knowledge and fulfilment of the Adhesion Commitment and of the Charter of Rights and Responsibilities by both parties (Organiser and volunteers) was important in order to make the development of the voluntary activity and securing its objectives. Both the voluntary activities and the rights and responsibilities of the volunteers were framed within what was established in the Spanish Volunteering Law (6/1996), and in the principles and basic values of the Spanish Constitution of 1978.

These three strategic lines were set to achieve the strategic objectives such as:

- Responding to the voluntary participation of the general public that emerged during the Expo 2008 candidature phase, and offering a high level of training focused on attending to visitors;
- Reinforcing the areas of Expo 2008 Zaragoza that depend on the participation of volunteers to provide added value, “an added quality”;
- Strengthening the involvement, collaboration and participation of entities and groups in Zaragoza, Aragon and Spain (mainly in the spheres of influence), and abroad;
- Encouraging a respectful attitude towards water and sustainable development to transform Zaragoza into an international reference point; and
- Creating an important volunteer group that is organised, well trained and well defined with prestige and future continuity, generating channels that ease the volunteers into civil organisations, if desired by volunteers, and constituting, if necessary, a new Zaragoza 2008 Volunteer Organisation that drives the Expo far beyond 2008.

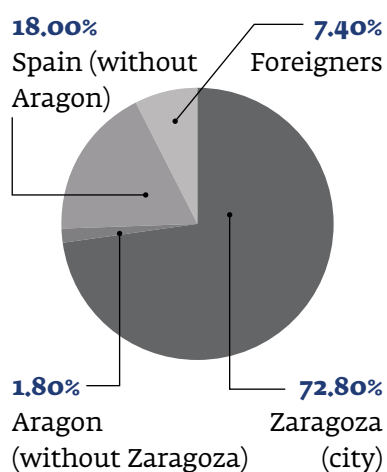
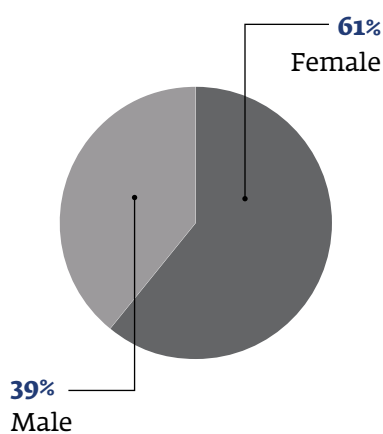
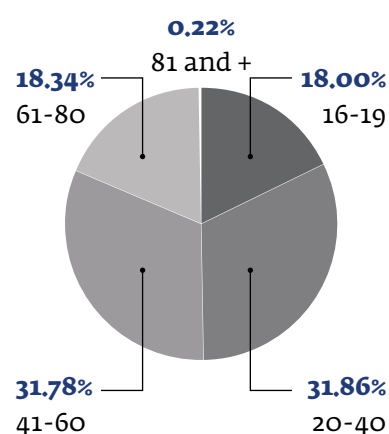
Volunteer profile

Volunteers came from all over the world. We received volunteers from countries as far away as Australia or Brazil, although 75 per cent of volunteers were residents of Zaragoza. Some 17% were from the rest of Spain, and 8 per cent came from abroad. To organise receiving volunteers from abroad, more than 14,000 beds were provided by the organisation through citizenship collaboration (sports pavilions, specific associations, solidarity accommodation etc.). The rate of occupation of these beds was 76.6 per cent (Table 1).

Table 1: Volunteer accommodation and occupation index during the Expo

Name	Maximum Beds	Operational days	Availability	Total number of people accommodated	Occupation index
Asociación de Mujeres María Moliner	15	93	1,395	834	59.78%
Pisos Villa Expo	60	93	5,580	4,827	86.51%
Pabellón Municipal Río Ebro	45	93	4,185	2,957	70.66%
Pabellón colectivo Compañía de María	46	70	3,220	2,310	71.74%
Residencia Pignatelli	15	16	240	206	85.83%
Alojamiento Solidario	46	7	322	317	98.45%

+ Source: Author's elaboration from Expoagua Zaragoza 2008 data.

Chart 1: Expo 2008 Zaragoza volunteers by origin

Chart 2: Expo 2008 Zaragoza volunteers by gender

Chart 3: Expo 2008 Zaragoza volunteers by age group


+ Source: Author's elaboration from Expoagua Zaragoza 2008 data.

The oldest volunteer was 104 years old, he was one of the most powerful ambassadors of the Expo

Regarding the gender ratio of volunteers, 61 per cent were women (Chart 2) and most of them ranged between 20 to 60 years old (Chart 3). The standard profile of a volunteer was a 41-year-old working woman and resident of Zaragoza. Nevertheless, there were also older and younger people among the volunteers. The case of the oldest volunteer – Guillermo Herrera – was very significant. He gave a speech at the Fiestas del Pilar, held one month after the end of the Expo. He was 104 years old when joining the volunteering movement and he was one of the most powerful ambassadors of the Expo. Born in Soria, a province next to Zaragoza but belonging to another autonomous community, he had a dream. We could say that the volunteer movement made dreams come true.

Volunteers' motivations

What were the motivations to become a volunteer? There were as many as there were volunteers. Talking to them, we realised there was not a clear pattern. From feeling useful (notably among older people), meeting people, and learning languages, etiquette, logistics, and about the environment, to getting a professional experience they never had before, working for the city, or just having fun. The variety of motivations was a sample of human richness and of the potential of this movement. One thing was as clear as water, the fact that volunteers themselves were able to decide how they wanted to be a part of Expo 2008 Zaragoza really boosted motivation.

Volunteer activities

At the end of the Expo, on 14 September 2008, more than 50,000 people had registered as volunteers or as “friends of the volunteers” (people with less commitment than proper volunteers in terms of effective time spent).

As volunteers, more than 13,000 people played their role during the 93 days of the Expo.

Table 2: Volunteer activities

	Expected volunteers on site	Total expected volunteers (including off-site)	Actual volunteers on site	Actual volunteers (city and water park)	Actual volunteers (Organiser's office)	Total volunteers
Total interventions	67,857	92,862	65,298	11,974	11,055	88,327
Average volunteers per day	729.65	998.52	702.13	128.75	118.87	949.75
Volunteers	9,694	13,266	9,328	1,711	1,579	12,618

+ Source: Author's elaboration from Expoagua Zaragoza 2008 data.



A common uniform helped build a team spirit among Expo 2008 Zaragoza volunteers

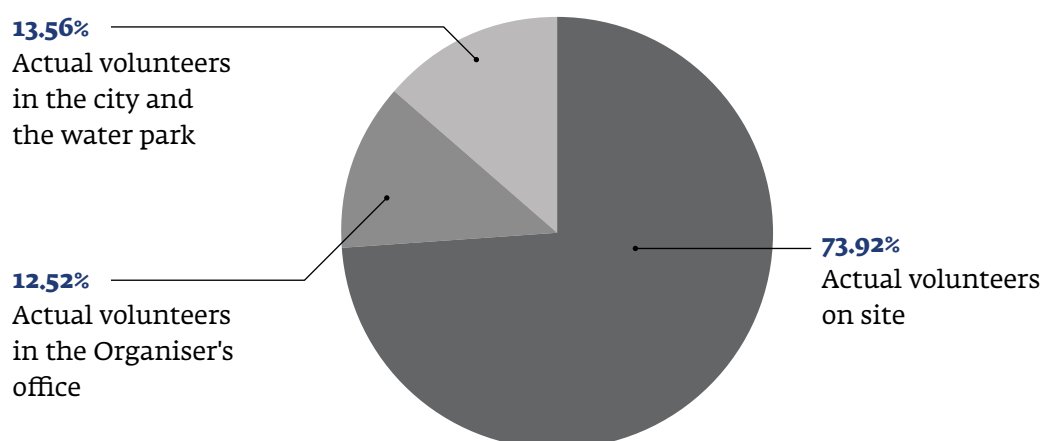
The response rate was 95 per cent. The time given to volunteering lasted at least one week for each volunteer. As seen in the table below, volunteers made more than 90,000 specific interventions with an average of more than 900 per day (Table 2 and Chart 4).

Volunteers were present in three main areas:

- Zaragoza city: volunteers were posted at the Waterpark, Delicias railway station, tourist information offices, the Ebro river waterfront and at the city centre (Plaza del Pilar) to give instructions and information about the city, public transport, accommodation etc. We used to say that volunteers were the faces of the city.
- On the Expo site: volunteers worked on national days ("honour days") and made reports (chronicling the Expo), helped disabled people, guided visitors, and dealt with groups, authorities, car parking etc.
- In the organisation of the event itself: volunteers managed logistics, ran the volunteers' blog, welcomed volunteers from outside the city or helped with phone lines, and other activities.

Volunteers were organised into groups led by a coordinator. Each team of 30 volunteers was supervised by a volunteer coordinator. All five or six coordinators

Chart 4: Volunteer activity by type



+ Source: Author's elaboration from Expoagua Zaragoza 2008 data.

would be linked by one professional manager in order to give visitors the best possible experience that ensured good communication and the ability to change what was forecasted, if necessary.

Training and organisation were important but also the feeling of being in a group was essential. This was achieved by the professional workers dealing with volunteers through meetings and celebrations, but also by wearing a common and unique uniform. It may sound strange, but image was very important. Volunteers wore a specific uniform while on duty to show an image of the Expo that would be the first thing many visitors saw when entering. Consisting of a pair of trousers, a t-shirt, a cup and shoes, the uniform gave an image of perfect coordination.

Another important point in building a sense of group was welcoming "Volunteer Ambassadors". They consisted of sports or cultural celebrities in order to support all the efforts made by volunteers. They were committed to promote the values of the Expo 2008 Zaragoza volunteering movement and included Miguel Bosé (singer), Nieves Álvarez (model), Aminata Traoré (politician and activist), Gisbert Haefs (writer), Carlos Francino and Luis del Olmo (journalists), Anatoli Karpov (chess player) and athletes such as Rafael Nadal, Carlos Moyá, Dani Pedrosa, and Nicky Haiden, among others.

An important event in creating this sense of group was the inauguration of a pedestrian bridge on the Ebro river, commonly known as the "Volunteers walkway".

Once the feeling of being in a group was created, every single issue had to be taken into account: breaks during the service, snacks, meals, accommodation, and more. The volunteer

Volunteers wore a specific uniform while on duty to show an image of the Expo that would be the first thing many visitors saw



The majority of volunteers were present on the Expo site, with others contributing at the Expo Organiser office or in the city centre

In a survey, 94.5% of volunteers indicated that they would repeat the experience

department was a perfect example of everyone playing an important role, including the volunteers themselves. Breaks were organised by volunteers, snacks and meals provided by another group of volunteers, and experienced volunteers trained, from time to time, the less experienced ones. To achieve this level of commitment and organisation, a group of more than 20 people worked at the volunteer department. We were organised into three main areas: volunteer activities, volunteer service and volunteer training, led by Ana Aznar, Carmen Campos and myself, María Laguna.

When the Expo was over, we decided as a Department to evaluate the volunteers' experiences and the movement as a whole. We developed a survey in terms of personal service (phone, email and on-site), training, resources provided, uniform, the role volunteers played, the role of coordinators, accommodation and general satisfaction. As seen in the table below, volunteers rated their experience as 7.8 out of 10 points. To the question about whether volunteers would repeat the experience, 94.5 per cent of them answered positively, which left us a great level of satisfaction (Table 3). This high rate of satisfaction may come from the fact mentioned above about how volunteers were able to have autonomy over their own volunteering experience; it was a personal decision, which improved their motivation. In addition, the feeling of being useful and receiving training were also key factors in achieving this level of satisfaction.

Table 3: Volunteer satisfaction survey

Question	Score (0-10)
Phone service	7.9
Email service	9.7
On-site service	8.2
Training manuals	7.9
Other material (city and bus map, general lines of action, sun protection, invitations, bus card, badges, conversation guide,...)	8.6
Volunteers' uniform	7.6
Relation between role and preferences/expectations	8.9
Coordinators role	8.5
Shared accommodation	7.8
Villa Expo accommodation	7.7
Solidarity accommodation	7.6
General satisfaction	7.8
Would you repeat this experience?	Yes: 94.5% No: 4.5% Don't know: 1%

+ Source: Author's elaboration from Expoagua Zaragoza 2008 data.

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Top left: The diploma received by all Expo 2008 Zaragoza volunteers. Top right: The reception of the Gold Medal of the BIE, being held by Marta Colomer (the author is standing on her right). Bottom: The "Volunteers' Walkway" crossing the Ebro river

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Citizenship recognition after Expo 2008

As volunteers played a significant and key role during the Expo, the Bureau International des Expositions (BIE), which regulates and oversees International Exhibitions, and the City of Zaragoza gave important recognition to them. Once the Expo ended, volunteers were awarded with the Gold Medal of the BIE, which was a magical moment giving recognition to their contribution. Volunteers were represented by a group of coordinators who had been training in protocol and were led by Marta Colomer Lansac. At the regional parliament, we enjoyed a very special night when all the efforts were given recognition.

But it was not only the authorities that wanted to acknowledge the volunteers, it was also the whole city, represented by the Mayor, to commend the work done by this magnificent group of people. In December 2008, at the Auditorium, volunteers

received a diploma of their collaboration and furthermore, their work and their dream was transferred from the Expo to the City, giving birth to the Zaragoza City Volunteers.

During the event in which the volunteers received their diploma, the Mayor received a “symbolic pen drive”. This contained the details of the volunteers who had signed a document expressing their wish to continue their work as Zaragoza City

Volunteers. More than half of all volunteers agreed to be on this list. The Mayor was committed to maintaining Expoagua Zaragoza volunteers’ spirit in terms of training, motivation, image, and activity. In fact, training resumed two months later following some actions and in the summer of 2009, volunteers were again active in the city. In the beginning, the Volunteers of Zaragoza organisation was led again by Marta Colomer and the team, more or less, was formed by the same people of the Expo.

Rosario Viela is currently the person in charge of Volunteers of Zaragoza, with 4,000 people involved in the city’s volunteering scheme. The current volunteering programme for the city uses the same main ideas of Expoagua 2008 Zaragoza Volunteers: being able to choose their roles, having high visibility in public activities such as festivities, sport, cultural and institutional events, and spreading awareness on environmental actions,

solidarity campaigns and actions for less privileged people. Each year, the number of activities reaches more than 900 events in total (946 in 2019). As with the Expo, before becoming a volunteer, people must attend at least one training session and receive their credentials and uniform (no one can collaborate without them).

Similarly, to the Expo, they collaborate in four main areas:

- Assisting visitors
- Culture, sports and environmental events
- Supporting the organisation (logistics, coordination, phone assistance....)
- “Taking care of citizens”, meaning they accompany the elderly, guide school activities, deal with medical and social associations, collaborate in giving meals to the less privileged.

An exceptional activity in this programme is “Parks with Heart”, where volunteers organise gentle walks across parks in Zaragoza in partnership with Zaragoza General Hospital and the Aragonese Heart Foundation, to prevent heart disease. This group has received the Silver Medal of Local Policy and some other awards such as the General Palafox and Martina Bescos.

Although it is impossible to give back the time volunteers give for free to the city and citizens, the organisation has arranged four days in the year to thank the volunteers for their activities.

- The day of the patron saint of Zaragoza (29 January – San Valero): Volunteers are received by the Mayor and share what they have implemented during the past year.
- Volunteers day (14 June): Commemorating the date when the Expo started, volunteers have a special lunch at the town hall and meet politicians.

*Once the Expo ended,
volunteers were awarded
with the Gold Medal of the BIE,
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giving recognition
to their contribution*



- Tribute to the deceased: Those who passed away during the year are remembered in an emotional event at the Volunteers' square, in Torrero Graveyard.
- Spain's national day (Día de la Hispanidad) and the day of the city's female patron saint (Our Lady of the Pillar) on 12 October. Volunteers have the right to finish the floral offering to the Virgin. This moment is traditionally followed by spontaneous applause by the citizens.

Volunteers of Zaragoza organise gentle walks around the city's parks to prevent heart disease

Conclusions

Specialised Expo 2008 Zaragoza, themed “Water and Sustainable Development”, took place 12 years ago. As a city, we had many plans to maintain the site, the buildings and the infrastructures, but as the rest of the world, we suffered from a great economic crisis, which made most of these expectations fade away. This can be seen today if you take a walk on the former Expo site. Some of the buildings have been transformed into public services, but with much of the thematic content removed, there is a lot of empty space to be filled with economic activity and people. The tangible heritage of the Expo is far from what was hoped. However, the intangible heritage – the volunteers – flourishes as the Expo's legacy.

Volunteers drove the Expo far beyond 2008 by creating a city volunteer group

Much has been written about Zaragoza and its relation to water and sustainable development. When the city was awarded the right to host the Expo, we used to say that this event “will put Zaragoza on the map” referring to the fact that, when thinking about water and sustainable development, people would think about Zaragoza. As far as I know, unfortunately, this is not the case. The Great Recession changed our plans as a city. We hosted the United Nations’ Water for Life Decade from 2005 to 2015 but most of the citizens knew nothing about it or about its activities. Once the Expo closed, awareness of water and sustainable development subsided. What about the present time? It is quite difficult to assess. Some NGOs in Zaragoza deal with this issue and the Expo mascot features on the water bills that citizens receive. I think that is all we have. It may sound pessimistic but that is all I can say.

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Going back to the topic of volunteers, before Expo 2008 Zaragoza took place, there were many organisations and associations that had volunteers, but no public awareness of the importance and recognition of the role of volunteers. As we liked to say, a volunteer gives the most important gift a person has, their time. Nowadays, the whole city knows and recognises the efforts of the volunteers. They are seen with affection and the city would not be the same without them. As was highlighted in the strategic objective of the Volunteers’ plan, they drove the Expo far beyond 2008 by creating a city volunteer group, known as Volunteers of Zaragoza. This voluntary activity had a future purpose, to build up tomorrow’s society: one that participates actively in city projects and one that perpetuates the values it wants to strengthen.

1 The purpose of the (6/1996) Volunteering Law is “to promote the supportive participation of the general public in voluntary activities, in the headquarters of non-profit public or private organisations”. It defines voluntary work as “...all activities of general interest that are developed

by people, whenever they are not carried out by virtue of a working relationship, whether civil or mercantile, or any other paid relationship, and the meet the following requirements: a) the activity has an altruistic and supportive nature, b) the volunteer chooses to work freely, with

no personal obligation or legal responsibility, c) the activity has no economic reward and d) the activity is developed through private or public organizations in accordance to specific programmes and projects.

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Volontariat à l'Expo 2008 Zaragoza : un tremplin pour un engagement civique durable

L'Exposition Internationale Spécialisée Expo 2008 Zaragoza a transformé la ville. Elle l'a même bouleversée, non seulement du fait du site de l'Exposition et du nombre de touristes accueillis mais aussi en raison des routes, de l'aéroport et de toutes les infrastructures qui, en vue de l'Exposition, ont été soit modifiées soit améliorées.

Ces aspects constituent généralement le legs matériel des Expositions, mais au-delà de ce legs physique, il est essentiel de souligner la contribution majeure et l'importance du volontariat. Les volontaires et leurs actions constituent un legs immatériel des Expositions qui perdure alors même que les Expositions sont terminées. C'est le cas de l'Expo 2008 Zaragoza à l'issue de laquelle le mouvement des volontaires a perduré alors que certaines infrastructures de l'Exposition ont disparu.

L'Exposition Expo 2008 Zaragoza a bénéficié d'un très fort soutien de la part de citoyens et de la part du monde entier. Plus de 13 000 personnes ont pris part au programme des volontaires (12 pourcents d'entre eux en provenance de pays étrangers, de 57 nationalités différentes). Une gestion professionnalisée des volontaires au sein d'un plan stratégique définissant l'organisation, les critères, les services, etc. a alors été mise en place, intégrant notamment la participation du grand public en général.

La présence organisée de ces volontaires en amont, pendant et après l'événement peut être considérée comme la plus grande réussite de l'Exposition. Il explore également du point de vue des volontaires, les avantages d'un tel engagement en termes de formation, d'expérience et de réalisation personnelle.

Cette dynamique ne s'est par ailleurs pas terminée avec la clôture de l'Exposition. Elle a, au contraire, donné naissance à une ère nouvelle dans laquelle la ville de Saragosse ne peut être perçue et appréhendée sans la participation de ses citoyens.

Au sein de la ville, les volontaires sont maintenant présents dans de nombreux événements, collaborant avec les équipes professionnelles et ajoutant ainsi ce que nous appelons volontiers « une valeur ajoutée en action ».

Cet article examine les mécanismes et avantages du volontariat passant de la gestion par et pour une Exposition à la gestion par et pour une ville. Il explore également du point de vue des volontaires, les avantages en termes de formation, d'expérience et de réalisation personnelle, d'un tel engagement.

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Post-modern volunteering and Expo 2015 Milan

Maurizio Ambrosini

This article is dedicated to the experience of volunteering at Expo 2015 Milan: an event which mobilised not only organisers, professional competences and visitors, but also more than 5,000 volunteers. A research study was conducted in 2015-2016 on these individuals.¹

While a large body of literature contrasts episodic volunteering to classic volunteering organised by associations of the civil society, I will argue that this volunteering is certainly different from traditional forms of civic engagement, and hence can be identified as “post-modern volunteering”. Nonetheless, the relation between the two types of volunteering is more articulated than a binary opposition. Post-modern volunteering attracts people who never took part in volunteering before, but also people engaged in other, more classic forms of volunteering. My claim is that it can rise a wider interest in volunteering and stimulate people towards other experiences in this field.

The article is organised as follows. The first section is dedicated to an essential literature review on episodic volunteering. The second section presents the method and the sample of the research study and introduces the third section, in which I analyse perspectives and attitudes towards volunteering as displayed by participants. The final section draws the main conclusions of the research study.

Post-modern and classic volunteering

Large international events, such as Olympic Games² or International Exhibitions (Expos),³ have stimulated a relevant social phenomenon in the last decades: a mobilisation of volunteers towards a single issue, for a short period, but with an intense level of dedication. All over the world, the involvement of volunteers has become a relevant factor in making events successful, and consequently many types of events have become highly dependent on volunteers. On the one hand, organisers need to attract and recruit high numbers of volunteers and consequently they have to train, support and supervise their activity, taking care of their satisfaction and retention.⁴

On the other hand, this form of volunteering matches with emerging attitudes by potential participants: increased time constraints and pressures on individual lives are changing forms of participation, provoking a decline in average hours volunteered in several countries, and intensifying a demand to more flexible and short-term forms of commitment.^{5,6}

Scholarship has talked at this regard of “episodic volunteering”,^{7,8} placing volunteering in international events alongside other forms of *ad hoc* mobilisation: community events which raise funds for research or other purposes, organisation of local sport competitions, or spontaneous help provided in humanitarian emergencies, as in the “Summer of Welcome” in Germany for refugees’ reception.⁹

Macduff¹⁰ identified three types of episodic volunteering.

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The first type is *temporary* episodic volunteering. In this case, volunteers offer service that is short in duration, usually for a few hours or a day at most: for instance, passing out water to runners in a marathon, or collecting litter off a beach. Volunteers do it in single events and are not otherwise engaged in the organisation that offers such opportunities.

The second type is the *interim* volunteer: people who provide service on a regular basis for less than six months, for instance a student who interns at a social service agency for a semester to gain experience.

The third type is the *occasional* episodic volunteer: a person who provides service at regular intervals for short periods of time, for instance working at an event to raise money for a charity once a year. Her or his service can take a month or two in duration, or be concentrated just the day of the event, but the organisers can count on this person returning year after year.

Several studies have inquired about the differences between this type of volunteering and the traditional dedicated involvement in volunteers' associations.^{11,12} Summarising

Expo 2015 Milan
mobilised more
than 5,000 volunteers

*Expos can be identified
as one of the actors which
trigger non-conventional
forms of volunteering*

a body of literature, Hustinx¹³ points out that the transformation of volunteering is usually described in problematic terms: “Present-day volunteers would demand a considerable amount of autonomy and freedom in their roles and responsibilities. The willingness to participate increasingly depends on personal interests and needs, instead of traditional values such as service to others and a sense of duty to the community. In their quest for self-realisation, volunteers demand a substantial freedom of choice and a clear set of tasks with tangible results. In addition, they tend to take a more instrumental view of volunteering,

using it primarily to further their own interests”.¹⁴

As she states, episodic volunteering is not only an expression of disembedding and individualisation of civic engagement. Actually, it is also fostered by third parties, such as public powers, corporations, and institutions of higher education. A process of “institutionally individualised volunteering” is taking place, and Expos can be identified as one of the actors which trigger these non-conventional forms of volunteering. Eliasoph¹⁵, in particular, pointed out the distinction between traditional grassroots associations and “top-down civic projects” promoted by the State or by large non-profit organisations.

In this vein, episodic volunteering can be conceived as a post-modern form of social engagement, in opposition to the paradigm of “classic” volunteering (Table 1), as it corresponds to several emerging features of what a wide literature has called “post-modern society”.^{16,17,18,19}

Table 1. Classic and post-modern volunteering

	Classic volunteering	Post-modern volunteering
Forms of participation	<i>Structured</i>	<i>Episodic</i>
Intensity of engagement	<i>Stable through time, often with a regular frequency (e.g. every week)</i>	<i>Flexible and variable, often dedicated to single events</i>
Formalisation	<i>Yes, through membership in associations</i>	<i>As limited as possible, without implications in associations' tasks</i>
Forms of involvement	<i>Dual involvement: in services towards the external environment and in taking charge of associational tasks</i>	<i>Only in services towards external beneficiaries</i>
Levels of belonging	<i>Strong sense of belonging, often linked to cultural, political, religious associational identities</i>	<i>Weak identity, with participation disembedded from precise cultural belonging</i>
Membership	<i>Fostered by social bonds and cultural belonging</i>	<i>Self-promoted, often through indirect or virtual channels (mass-media, internet)</i>

+ Source: elaboration by the author, based on Macduff (2005), Eliasoph (2009), Hustinx (2010)



Volunteering at a World Expo can be considered as "non-conventional" compared to grassroots volunteering

In classic volunteering, the distinction between volunteer and member of an association is usually blurred: volunteering implies belonging to an association. Consequently, volunteering entails also a commitment to association meetings, rituals, internal elections, and tasks required for the functioning of the association. Often associations have a cultural, political or religious background: volunteering is fostered by a proximity to such ideological capital, and encompasses sharing visions, logic and language with people who display the same ideal orientation. Furthermore, classic volunteering typically requires a regular attendance, often on a weekly basis. These elements make classic volunteering a typical site of production of civic values, which in turn shape a vibrant civil society.²⁰

In post-modern volunteering, episodic forms of involvement are the typical case, and events represent an opportunity in this sense. Involvement is flexible, often related to single events, and does not demand regular frequency through time. Volunteering is not connected to membership of an association, and it is freed by associational tasks: all the volunteers' time is devoted to external activities. Participation is not linked to cultural or political belonging, and corresponds mainly to the individual's aims or needs: it is chosen in a perspective of personal fulfilment or well-being. Finally, participants are recruited mainly through

Expos offer new opportunities of socialisation, social networking and acceptance of social responsibility

marketing-type campaigns, based on advertisements in the mass-media or on the internet.

In this article, presenting the results of a research study on volunteers at World Expo 2015 Milan, I recognise that episodic volunteering displays different features from traditional forms of volunteering, channelled through civil society associations. Nevertheless, I would like to oppose a static binary opposition between old and new forms of volunteering. I will show how episodic volunteering on one hand mobilises people who were never engaged in other forms of volunteering. On the other hand, people engaged in classic volunteering also gave service at Expo 2015 Milan. After the experience, many participants manifested an interest in other volunteering opportunities. In sum, the relation between classic and episodic volunteering is more complex and multifaceted than a simply binary opposition. I argue that episodic volunteering can represent an entry door to the sphere of civic engagement, or be combined with other forms of pro-social behaviour. Expos, triggering episodic volunteering, offer new opportunities of socialisation, social networking and acceptance of social responsibility.

**"Feeding the Planet,
Energy for Life"
was the theme
of Expo 2015 Milan**

Method and sample

The research study was conducted on the occasion of World Expo 2015 Milan, themed "Feeding the Planet, Energy for Life", which took place from 1 May to 31 October 2015,



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and received 21.5 million visitors.²¹ Ciessevi Milan and CSVnet, on the Organiser's request, took charge of the recruitment, training and supervision of the 4,975 Expo 2015 Milan volunteers and the 822 European Union pavilion volunteers.²²

Data were collected between May 2015 to March 2016, through three surveys, based on structured questionnaires: before the experience; just after the experience; and five months after the experience. Questionnaires were filled out online by participants. A total of 2,376 volunteers filled out the first questionnaire, representing 48 per cent of the total. Furthermore, their gender, age, education, residence, corresponded to the profile of the whole volunteer population.²³

The first questionnaire collected demographic data and inquired about previous volunteering experience, motivations for volunteering in general and for Expo 2015 Milan, civic culture, social and political engagement.

The second questionnaire, after the experience, measured satisfaction about the participation, representation of volunteering and intention to take part in other forms of volunteering in the future.

Finally, the third questionnaire investigated the realisation of the intention to continue or to start volunteering activity in the period that followed the experience of volunteering at Expo 2015 Milan, together with levels of satisfaction at a distance of some months and the effects that volunteering had in the personal and social sphere.

Furthermore, 31 in-depth interviews were collected, to analyse motivations, experience, satisfaction and aspirations of volunteers. Interviewees were divided into three groups: young people who took part in an experience of volunteering for the first time; young people and adults who had started to volunteer again for Expo 2015 Milan; and adults and pensioners who were also engaged in classic forms of volunteering.

The social profile of participants was quite clear: they were mainly women (66 per cent: two out of three); young (the average age being 27.55 years); well-educated (91.5 per cent held a high school diploma at least); mainly students (64.6 per cent), and born in Italy (85 per cent).

The age of participants was of special interest: while most volunteering associations in Italy report that their membership is getting older, and that they face significant problems in recruiting new members among younger generations, the proposal of episodic volunteering at Expo 2015 Milan was notably met with the interest of young people.



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A series of questionnaires and interviews measured the motivations and satisfaction of Expo 2015 Milan volunteers

The proposal of episodic volunteering at Expo 2015 Milan was notably met with the interest of young people

Participants showed a weak interest in politics: only 2.5 per cent declared being politically engaged, and 25.5 per cent would have liked to contribute to improving the political system; the biggest group (46 per cent) said they stay informed, but are not directly engaged in politics; the other respondents displayed negative attitudes towards politics more explicitly. From a religious point of view, volunteers at Expo 2015 Milan appear quite secularised: only one out of four (25 per cent) indicated that they attend religious rituals quite regularly. These are other relevant points, because classic volunteering is often linked to political engagement or religious beliefs, in Italy as in other countries.

Those surveyed came into contact with the opportunity of volunteering at Expo 2015 Milan through a variety of channels. Among them, the internet was the most frequent (43 per cent), and the media was relevant (press: 11.9 per cent; radio: 2.7 per cent), but also interpersonal networks supported the matching between Expo 2015 Milan and would-be volunteers: friends (17.1 per cent); relatives (16.5 per cent); colleagues (5.8 per cent); members of the same association (3 per cent). These results confirm the crucial role of new media in volunteer recruitment campaigns for big events, but do not dismiss the role of personal networks, words-of-mouth, and imitative behaviours.

Visions and attitudes towards volunteering

Participants reported different past experiences in terms of volunteering. With regards to episodic volunteering in events, 85 per cent of respondents declared that Expo 2015 Milan was their first experience. Probably the most interesting aspect indeed is that 45 per cent never took part in any form of “classic volunteering”; 30 per cent had done so in the past, but abandoned it; another 25 per cent were taking part in other forms of volunteering at the same time. This means that for one participant out of four,

Several factors motivated Expo volunteers, including altruism, personal growth, and professional experience



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Four in ten Expo 2015 Milan volunteers had never before volunteered

episodic volunteering at Expo 2015 Milan was not an alternative to other forms of volunteering; for four out of ten, on the other hand, it was their first experience of volunteering in their life. As a consequence, two groups of participants were detected: experienced volunteers (59 per cent, N= 1,394), and newcomers (41 per cent, N= 982).

Looking at their motivations, through a cluster analysis, three profiles were singled out. The first profile can be labelled as *scattered* (33.2 per cent): it identifies people who combine altruistic values, ethical reasons, and self-interested goals, such as improving knowledge and personal fulfilment. Furthermore, they are inserted in social networks which recognise and esteem volunteering.

The second profile can be termed as *self-employers* (36.6 per cent): it gives more importance to personal reasons, and in particular to benefits for professional career.

The third group can be called *promoters of their own development* (30.3 per cent), where individuals emphasise a wider vision of personal fulfilment, not particularly linked to professional career and combined with altruistic values.

After the event, 1,391 participants filled out the second questionnaire. They displayed a high level of satisfaction of their experience of volunteering at Expo 2015 Milan: the average score was 4.64, on a scale ranging from 1 (minimum) to 5 (maximum level of satisfaction). Most declared that the experience met their expectations completely or almost completely (average score: 4.22). Almost all (98 per cent) said that they would have recommended participation to their friends and relatives. Newcomers were even more satisfied than experienced volunteers (average score 4.7 versus 4.6).

98% of surveyed volunteers said that they would recommend participation to their friends and relatives, with newcomers being even more satisfied than experienced volunteers

Meeting new people and developing social ties was cited by volunteers as a benefit of their Expo 2015 Milan experience



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High levels of satisfaction drove the aspiration to carry on volunteering activities. Almost all the respondents (96.5 per cent, N= 1,342) declared that they wanted to volunteer in the future, and 91.3 per cent said they would like to be engaged in some volunteer service one year after Expo 2015 Milan. The episodic form of volunteering, however, was preferred by the majority (64.4 per cent, N= 803). Newcomer volunteers in particular were interested in episodic volunteering, while experienced volunteers were more interested in classic forms of volunteering.

Some months after the experience (from five to eleven months), as already explained, participants were invited to fill out a new questionnaire. A total of 738 people responded, and their demographic profile corresponded once again to that of the whole volunteer population. They confirmed high levels of satisfaction (average score: 4.71). The opportunity to take part in a large international event, personal relations with other participants and knowledge of other cultures were the aspects most cited by respondents as the reasons of their satisfaction.

Participation in Expo 2015 Milan, even if for a short period, favoured the establishment of social relations. Almost all the respondents to the third survey (90 per cent, N= 669) kept in contact with their fellow volunteers, mainly through virtual channels: WhatsApp (61.4 per cent) and social networks (39 per cent). Young age and geographic distances weigh on this confidence in virtual channels.

In terms of the realisation of their intention to volunteer again, some respondents had already moved in this direction: 16.9 per cent (N=125) declared they took part in one or more events, and 25.3 per cent (N= 187) said they had applied in order to be selected as volunteers in other events. In a short period, more than four out of ten respondents, consequently, followed up their intention to volunteer again, at least in episodic forms.

Elaborating on these results, six groups of volunteers were identified:

- *Multifaceted volunteers* (21.8 per cent of respondents to the third survey, N= 161): participants who, after Expo 2015 Milan, took up a new volunteering activity, different from previous experiences and from volunteering in big events;
- *Non-stop volunteers* (15.7 per cent, N= 116): people who, after Expo 2015 Milan, continued with volunteering activities in which they were previously engaged, it being classic or episodic;
- *Volunteers on stand-by* (35.5 per cent, N= 262), namely the biggest group, who did not look for other forms of volunteering after Expo 2015 Milan, because they were not available at the time, but declared that they wanted to search for more experiences in the next future;



Civic values were a key driver for Expo 2015 Milan volunteers

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Site overview
of Expo 2015 Milan



- *Look around volunteers* (9.5 per cent, N= 70): respondents who, after Expo 2015 Milan, looked for new proposals of volunteering, but did not find any opportunities matching their aspirations;
- *Dormant volunteers* (10.8 per cent, N= 80): people who, after Expo 2015 Milan, did not carry on with volunteering activities and were not searching for them for various reasons, but not due to lack of time or interest;
- *Disengaged volunteers* (1.5 per cent, N= 11): participants who, after Expo 2015 Milan, were no longer involved in volunteering and were not searching for any other opportunity in this field, declaring that they were not interested in volunteering.²⁴

Some other interesting elements come from in-depth interviews. Interviewees were asked to explain the motivations that brought them to volunteer at Expo 2015 Milan. A first motivation was the pleasure of participating in itself: here curiosity and the will to become somehow protagonists in this large international event were mentioned as the main drivers. For some others, it was simply an opportunity to fill a period of free time. In any case, volunteering gave the opportunity to pass from the role of spectator to the role of actor in the event of Expo 2015 Milan. A second motivation, for people who had never volunteered before in their life, was the opportunity of accessing the experience of volunteering. Expo 2015 Milan represented the catalyst of the will of experiencing a community service, together with other people who shared the same purpose.

A third motivation lies in the area of knowledge, meeting people on one hand and grasping opportunities for learning on the other hand: practicing foreign languages, or complementing their studies with a practical experience. Students mentioned the purpose of enriching their CV.

These motivations fall mainly on the side of personal benefits to be earned by volunteering in a big event. Among participants, especially adults, civic values were also mentioned: giving support to the city, which was hosting Expo 2015, making



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themselves useful to the community, displaying an attitude of active citizenship, providing a contribution to such a prestigious event. Personal aims and social values were often combined, as motivations are not mutually exclusive.

***Conclusions: A continuum, not a contrast,
between classic and post-modern volunteering***

Expo 2015 Milan attracted a wide participation of volunteers, who cooperated in providing information, orienting visitors and giving help in case of need. They were mainly young people, students and in four cases out of ten, people who were volunteering for the very first time.

This form of volunteering, being episodic, concentrated in a short period of time and disengaged from membership to a formal association, displays different features from classic volunteering. Its flexibility, low structuration, weak ideological commitment, and clear connection with individual attitudes and needs, justifies the label of “post-modern volunteering”.

A simplistic contrast between these two types of volunteering, however, would be misleading. For a substantial share of volunteers, it opened the doors to the experience of volunteering. For other volunteers, it was combined with other forms of social engagement. Most participants, furthermore, declared being open to other volunteering experiences, and some of them were actually involved just a few months after their service at Expo 2015 Milan.

These results highlight that, rather than being seen as a binary opposition, the relationship between classic and post-modern volunteering can be conceived as a continuum, in

***Large events, such as Expos
can develop into “social hubs”
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between the event
and the society at large***

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which participants can position themselves in various points: they can choose one of the “pure forms” of volunteering, or combine them, or transit from one to the other. It is particularly interesting that young people can start with episodic volunteering, and then discover other opportunities for serving the community.

Large events, such as Expos, not only offer opportunities of service to the volunteers they require, but can develop into “social hubs”, that spread a culture of volunteering and strengthen the connection between the event and the society at large. They can enhance the side-effect of triggering new volunteering, gathering people around a social aim, as well as favouring the aspiration to give time and energy to other opportunities of community service. A stronger alliance with civil society associations and their representatives could support these purposes.

- 1 The study was funded by Ciessevi Milan and CSVnet, and directed by the author of this article. Ciessevi Milan and CSVnet are centres of services to volunteers' associations: the first is based in the local area of Milan, the second is the national network of such centres.
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Volontariat post-moderne et Expo 2015 Milan

Les grands événements internationaux, tels que les Jeux Olympiques ou les Expositions Internationales, ont engendré ces dernières années, un phénomène social important qui peut être également observé en cas de crises humanitaires ou sanitaires d'urgence. Ce phénomène se caractérise par une mobilisation de volontaires autour d'un seul et même objet, sur une période courte et qui demande une forte implication. Cette mobilisation se produit en dehors des structures traditionnelles de volontariat que sont les associations, et se présente sans étiquette, sans appartenance ni attachement idéologique. J'appelle ce phénomène social, le « volontariat post-moderne ».

J'ai analysé ce phénomène à l'occasion d'un projet de recherche que je pilotais sur les volontaires de l'Expo 2015 Milan. Lors de cet événement, quelques 5 000 personnes participèrent en tant que volontaires et 2 376 (48 pourcent) d'entre elles répondirent à un questionnaire. 66 pourcent étaient des femmes, principalement jeunes (27,55 ans en moyenne). Près de la moitié (45 pourcent) n'avait jamais participé à quelque forme de volontariat régulier que ce soit, tandis que 30 pourcent avaient déjà été volontaires par le passé.

Trois profils émergeaient quant à leurs motivations. Le premier profil que l'on qualifierait de « diffus » (33,2 pourcent) regroupait les personnes dont la motivation alliait des valeurs altruistes à des objectifs propres. Elles étaient intégrées au sein de réseaux sociaux qui reconnaissent et estiment le fait d'être volontaire. Le deuxième profil pourrait être appelé « employeurs de soi-même » (36,6 pourcent). Ces individus mettaient davantage en avant des raisons personnelles et en particulier les bénéfices d'un tel engagement pour leur carrière professionnelle. Le troisième groupe correspondrait quant à lui aux « promoteurs de leur propre développement » (30,3 pourcent) comprenant les personnes ayant une vision plus large de leur propre épanouissement personnel.

Cette recherche faisait également ressortir deux tendances possibles de cette expérience non conventionnelle du volontariat. Il s'agissait soit d'une première étape avant un engagement bénévole plus fréquent, soit d'une expérience unique ouverte à la possibilité d'un engagement ponctuel lors de futurs événements.

Cette recherche démontrait enfin que le volontariat peut prendre des formes plus variées et diffuses. Il n'est pas nécessairement attaché à des formes stables et structurées, mais plus ouvert à des formes d'engagement souples, ponctuelles et légères, à ce que j'appelle le « volontariat post-moderne ». Les deux formes de volontariat, toutefois, ne s'opposent pas. Les personnes peuvent les combiner ou parvenir à un volontariat plus classique en passant par le volontariat épisodique, qui peut représenter le premier pas vers l'engagement social.

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A large crowd of volunteers at Expo 2017 Astana, wearing blue caps and holding Kazakh flags. The text is overlaid on the image.

Volunteering at Expo 2017 Astana: A driving force for Kazakhstan

Nurgul Alipinova

Expo 2017 gave Kazakhstan a unique opportunity to draw the world's attention to the pressing issues of the future of energy and environmental protection, and it demonstrated the country's potential for investment and tourism. The city of Nur-Sultan was at the epicentre of global interest and had the close attention of the whole world. The Expo was attended by almost 4 million people, 15 per cent of whom came from some 187 foreign countries.

Within the framework of Specialised Expo 2017 Astana, nearly 3,500 cultural and business events were organised with the participation of leading figures in business, politics, science, sport, culture and art. In total, around 35,000 artists performed at Expo 2017. Additionally, the world-famous Cirque Du Soleil performed a specially-commissioned show for Expo visitors entitled REFLEKT.

Expo 2017 is now part of our history. Today, there is no doubt that the Expo played a key role in driving the country's economy and helped to create tens of thousands of new jobs. During the three months of the Expo, thousands of people were involved in the organisation and flawless operation of the event.

Particularly significant in the successful holding of such an important event for the country were the Expo volunteers, who eventually became its main driving force.

Prior to Expo 2017, there were already more than 100 volunteering organisations, with thousands of people having already been registered as volunteers following the organisation of the OSCE summit, the Asian Games, and the Winter Universiade 2017. As part of the preparations for Expo 2017 Astana, work was undertaken to organise the main volunteering groups.

Volunteering at Expo 2017 Astana

Specialised Expo 2017 Astana gave volunteers the opportunity to unite around a global event. A total of 4,500 volunteers from Kazakhstan, as well as foreign volunteers and supervisors, worked shoulder to shoulder at the Expo. Each volunteer underwent a lengthy process of preparation, including training seminars, project activities in the social sphere, and internships in different domains. All this ensured the success of the volunteers' contribution to the Expo and made it possible for young people to demonstrate their readiness to take responsibility for the implementation of an event which held both national and international importance.

The selection and training of volunteers began long before the event itself. Leading universities in Kazakhstan, youth organisations, and regional departments for youth affairs all actively helped the Astana Expo 2017 National Company (the Organiser) in the recruitment and training of future volunteers.

From 2016, the best applicants were selected to take part in the Expo, with 150 supervisors appointed, as well as 2,100

***The selection and training
of Expo 2017 volunteers began
long before the event itself***

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More than
4,500 volunteers
contributed
to Expo 2017 Astana

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volunteers from Nur-Sultan, 2,400 volunteers from elsewhere in Kazakhstan, and more than 150 volunteers from foreign countries including Russia, Germany, Italy, India, and China. A reserve team of some 1,500 volunteers was also trained to rotate with the main team. Additionally, a separate group of volunteers known as “Golden Volunteers” was formed, consisting of volunteers aged 60 and over. People in this group were selected for their life experience and desire to make an invaluable contribution to the successful implementation of this major international project.



Left: Chairman of the Board of Astana Expo 2017 National Company Akhmetzhan Yessimov welcoming volunteers before the opening of the Expo.
Right: Expo 2017 Astana volunteers all received certificates for their contribution



What did volunteers get from Expo 2017?

All volunteers who contributed to Expo 2017 Astana received the following:

- Training and invaluable life experience;
- Equipment;
- The possibility to attend major Expo events and performances that were part of the cultural programme;
- The ability to put organisational, communication, language and leadership skills into practice;
- Meals, travel cards, exhibition passes, mobile communications and the Internet;
- Branded Expo 2017 gifts;
- A letter of gratitude and letters of recommendation.

As a bonus, volunteers made new friends and had the unique opportunity to communicate and exchange with representatives of participating countries and all those who contributed to the Expo.

Volunteers at Expo 2017 Astana participated in 16 areas of activity in one of three shifts - day, evening and night - the first two lasting eight hours and the night shift being shorter. All volunteers were fluent in English, and a significant proportion spoke additional languages including Chinese, French, German, Turkish, Japanese, and Spanish.

Before the opening of the Expo, all participants were officially 'ordained' as volunteers. On 4 June 2017, an official ceremony dedicated to volunteers took place, during which the Chairman of the Board of Astana Expo 2017 National Company Akhmetzhan Yessimov declared: "Being a volunteer is not only a great honour, but



Expo 2017 Astana
team

also a great responsibility. You have to represent the Expo with dignity. The image of the Expo will depend on our cordiality, hospitality and professionalism. I am sure that you will meet our guests with dignity, demonstrate our hospitality, and create a good atmosphere.”

During the three months of the Expo, volunteers introduced their homeland to guests from all over the world. Come rain or shine, volunteers were always well-intentioned, creating a welcoming atmosphere and becoming one of the key assets of the Expo.

Participants of the volunteer movement were able to get acquainted with innovative technologies and scientific discoveries, and recharge their minds with “Future Energy”. In addition, they had the opportunity to meet with interesting figures, to achieve their own social aims, and to receive consultations from professionals in different spheres such as public relations and the film industry. Volunteers greatly enjoyed their experience, which in addition to helping people, also involved gaining new knowledge and skills, making new friends from around the world, and receiving positive feedback about the Expo and the capital city from visitors. Both participants and visitors of the Expo expressed their appreciation of the work of the volunteers, with numerous positive accounts of their contribution on social networks and in the media. As a sign of gratitude for the work and initiative shown during Expo 2017, volunteers were awarded with memorable prizes, letters of gratitude and certificates.

With the successful organisation of Expo 2017 in Kazakhstan, the volunteer movement in the country evolved to a new level. During the Expo period, around 6,000 volunteers were trained and 4,500 of them were selected to participate in the Expo.

*During the three months
of Expo 2017, volunteers
introduced their homeland to
guests from all over the world*

I'm an Expo 2017 volunteer!

In holding an international event of global importance in 2017, Kazakhstan gave positive momentum towards its volunteer movement. The best way to illustrate the gratitude and experience of Expo 2017 volunteers for being part of this unique part in the history of Kazakhstan is in their own words:

Kulmanova Kasiyet, 19, student at Nazarbayev University

"We, volunteers, underwent significant preparation and education before having the honour to work at Specialised Expo 2017 Astana. We did a good job together during the Expo!"

There is a lot of responsibility to being a volunteer. It is free, but noble work. The Expo gave me and my friends an opportunity to master the English language more deeply. The Expo also made it possible to get acquainted with the culture of the five continents of the world without leaving our country. We are grateful for this opportunity to our President, the country's leadership and the employees of the Astana Expo 2017 National Company for such a unique experience! I am glad to have taken part in the exciting Expo."

Batima Kusainova, 63, retiree

"Having significant experience in social activities, I decided to work as a volunteer and contribute to the successful organisation of Expo 2017 as a "golden volunteer." Officially, this was my first volunteering experience, and I took this opportunity very seriously. A few months before the start of the Expo, I plunged into independent study of the English language, after which I mastered the necessary set of phrases in order to answer the most common questions from Expo visitors. My colleagues and other Expo volunteers also helped me practice.

Communicating with young people, I realised that our younger generation is wonderful. Working with them every day, I was charged with their enthusiasm and energy. They are fluent in several foreign languages, they are tech-savvy, friendly and very capable. I also became an advanced user of social networks, where we had our own chat to actively discussed many topics. Volunteers became like family.

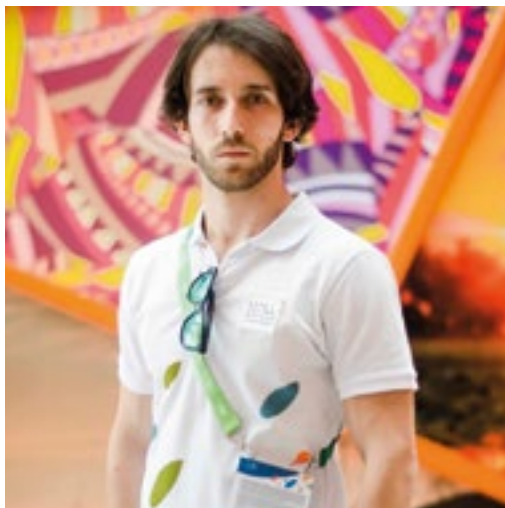
After completing three months of work at Expo 2017, I realised that I would definitely work at other international events, helping people and sharing with them the kind energy of true Kazakh hospitality."

Oleg Kenickyi, 24 , interpreter from Sambir, Ukraine

"I am studying in Rome and my university invited me to volunteer for Expo 2017. I thought this was a great opportunity to practice my Russian and English, so after some consideration, I decided to go. I am also interested in the international economy, which the Expo is directly related to. To become a volunteer, I sent my application to the coordinator, and I received an answer indicating that people were needed for June.

During the Expo, I was involved in organising entertainment and cultural events for local volunteers during their free time. We held a speaking club, where we spoke on different topics in English and Italian. The most interesting thing in the work of a volunteer is the communication with representatives of other cultures, learning their languages and listening to their stories. It was my first time in Asia and Kazakhstan, and I have only positive impressions. The support of the local community made this experience very special."

*"The most interesting thing
in the work of a volunteer
is the communication
with representatives
of other cultures"*



Left: Expo 2017 Astana
"golden volunteer"
Batima Kusainova.
Right: Expo 2017
Astana volunteer from
Ukraine, Oleg Kenickyi

Kalima Rysbek, 20, student from Taldykorgan

"I decided to become a volunteer out of a sense of patriotism and pride in the fact that our country was holding such a large-scale event. I had a desire to show that there is an active young population in Kazakhstan who care about what is happening in their country. I think that after the Expo, all volunteers will forever remember these days and will continue to cultivate a culture of giving their time to help others."

I worked as a supervisor, meaning that I coordinated around 70 volunteers from the cities of Karaganda and Kostanay. The supervisors were chosen back in 2016. Then a long learning process began, where we were divided into several groups, each with its own name. My group, BigNine, promoted engagement: we explained to the volunteers that a lot depends on each of them, and that they each make a huge contribution to the event being held at the highest level.

Selecting volunteers, we looked primarily at the motivations. In addition to English, knowledge of other languages was encouraged. For example, one day I was approached by a Chinese gentleman who did not speak English well. Fortunately, a volunteer who knew Chinese appeared and took the visitor where he needed to go. The visitor was happy that they paid attention to him and spoke to him in his native language. Each of us received an unforgettable experience and a charge of energy – Future Energy for all!"

*"Expo 2017 volunteers will
forever remember these days
and will continue to cultivate
a culture of giving their
time to help others"*

Balnur Ospanova, 18, student at 'Abai' Zhambyl State College

"I do not regret at all that my holidays were spent at the Expo. On the contrary, this was perhaps the most interesting way to spend 90 days. My daily duties included greeting guests, registering tickets and, of course, wishing each guest a good time. The work was not the most difficult, but there were days when we had to stand in our positions without lunch or even dinner. This is exactly what happened on the days when world-famous musicians performed, including Axwell, John Newman, Akon, and David Guetta. On these days, we registered over 40,000 visitors per day."

It was especially joyful when we were praised for our work, and when foreign visitors asked with interest about our country and culture. We, as volunteers, greeting and seeing off guests, were pleased to see that each visitor was satisfied with what they saw and left the Expo with a smile on their face."

Volunteers at Expo 2017 Astana participated in 16 different types of volunteering activities



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Volunteering as a national idea

Expo volunteers have become a new driving force in Kazakhstan! After 2017, Expo volunteers continued their work serving society in the framework of new volunteer organisations and communities that still unite and develop Kazakhstani youth, and help preserve traditional values while also moving confidently towards the future.

Currently, volunteering in the country has entered a new stage of development. By the decree of the President of Kazakhstan, K.K. Tokayev, the year 2020 has been declared the Year of the Volunteer. This undoubtedly gives impetus for the development and popularisation of the volunteer movement in the country.

Today, there are more than 200 volunteer organisations in Kazakhstan and more than 50,000 people are involved in social, environmental, event, medical and media volunteering. With the help of volunteers, both large-scale events and activities are carried out at the grassroots level, and people can be helped in difficult times, for example, during natural disasters. Thanks to

the development of social networks, each region has its own volunteering communities, such as charitable clubs that organise fundraising to help those in need, help animals or organise actions in the form of environmental clean-ups, household assistance to World War II veterans, and support for people with serious illnesses. Currently, because of the Covid-19 pandemic, volunteers across the country are helping with the delivery of food to the at-risk elderly, and medical students are helping the medical staff.

Kazakhstan now boasts a unified volunteer information platform QAZVOLUNTEER.KZ, which serves as a registration data base. The platform helps to promote volunteer projects, and also provides an opportunity for various organisations to recruit volunteers. Also this year, a republican front office of Birgemiz opened on the former Expo 2017 site. This is a centralised platform that allows the coordination and monitoring of volunteer projects throughout the Republic of Kazakhstan. In general and looking to the future, the potential for the development of volunteer activities is significant, thanks not only to the State, but also to the efforts of the volunteers themselves.

*Expo volunteers have become
a new driving force
in Kazakhstan*

Nurgul Alipinova is the former Deputy Director of Marketing at Specialised Expo 2017 Astana. She now serves as Deputy Director of the International Cooperation Department at QazExpoCongress.

Le volontariat à l'Expo 2017 Astana : une force motrice pour le Kazakhstan

L'année 2017 a marqué la capitale du Kazakhstan, Nur-Sultan, appelée à l'époque Astana. Du 10 juin au 10 septembre 2017, Nur-Sultan a accueilli l'Exposition Spécialisée Expo 2017 Astana, organisée autour du thème « Énergie du Futur », qui constitua pour les 115 pays et 22 Organisations Internationales participants, une plateforme culturelle extraordinaire leur permettant de mettre en lumière leurs technologies de pointe dans le domaine des énergies alternatives. Le succès de l'Exposition n'aurait pas été possible sans les volontaires de l'Expo 2017 Astana, forces motrices de l'Exposition.

Dans cet article, sont décrits dans une première partie, la culture du volontariat au Kazakhstan en général et le volontariat au sein de l'Expo 2017 Astana en particulier, mettant l'accent sur son caractère unique, sa vision et sa philosophie.

Dans une deuxième partie, est soulignée l'occasion unique que constitua l'Expo 2017 Astana pour ces milliers de volontaires. Quatre-mille-cinq-cents volontaires venus de toutes les régions du Kazakhstan, cent-cinquante volontaires étrangers, cent-cinquante superviseurs ont à cette occasion travaillé main dans la main pour l'Exposition. Pour se préparer à leur mission, ces volontaires ont bénéficié de nombreuses formations, participé à des activités sociales et effectué des stages au sein de nombreux départements. Tous ces efforts ont contribué au succès de leurs missions à l'Exposition, et ont affirmé leurs aptitudes et celles de toute une nouvelle génération au Kazakhstan à jouer un rôle au niveau international.

Des témoignages de volontaires illustrent ensuite dans une troisième partie comment cette expérience a changé leur vie. L'Expo 2017 Astana une fois terminée, les volontaires ont continué à s'engager et à s'investir, mettant alors leurs expériences au service d'organisations et de communautés nouvellement structurées.

Ces nouvelles organisations, ainsi créées, rassemblent depuis la jeunesse kazakhe autour de valeurs mêlant culture traditionnelle et regard vers l'avenir. Forces motrices au Kazakhstan, leurs projets et initiatives dans tout le pays font l'objet de la quatrième partie de cet article.

Puis en dernière partie, est abordée la poursuite des actions des volontaires au-delà du Kazakhstan dans le cadre du mouvement des Expositions Internationales en préparation de la prochaine Exposition Universelle, l'Expo 2020 Dubai.

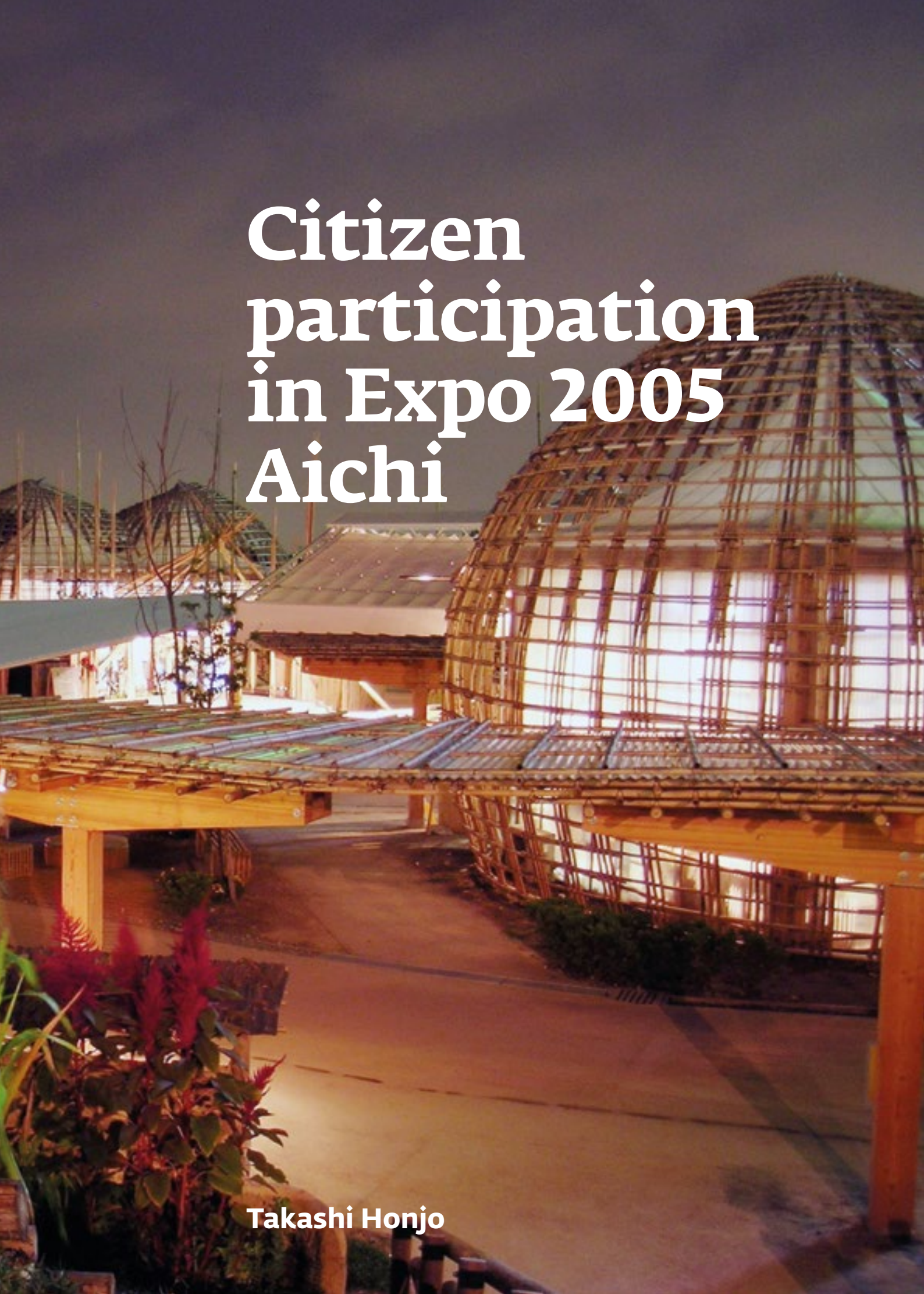
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Citizen participation in Expo 2005 Aichi

A photograph of the Expo 2005 Aichi site at night. The image features several large, illuminated, dome-shaped structures with a complex, grid-like framework. In the foreground, there is a wooden walkway and a large, illuminated, dome-shaped structure. The background shows other similar structures and a dark sky.

Takashi Honjo

Expo 2005 Aichi was the very first World Expo to be held in the 21st century in Japan and in Asia, organised under the theme “Nature’s Wisdom”. The aim of this theme was to solve global challenges, with the intention for people to recognise that we are a part of nature, to learn earnestly from a magnificent system inherent to nature and from the elaborate lives of all living things, and to re-examine the relationships between nature and humans, so as to create a new civilisation in harmony with nature. The theme of Expo 2005 was a message urging people to take such actions. Moreover, to substantiate this message, key areas were identified as: (1) the participation of citizens, including citizens’ groups such as non-governmental organisations (NGOs) and non-profit organisations (NPOs); along with (2) applications of the leading-edge technologies; (3) adoption of new social behaviour and social systems; and (4) sharing of various cultures and values.

This article aims to explain the background behind the embracing of citizen participation as a key aspect, and to depict how citizens participated in Expo 2005 Aichi, by describing activities, such as the NGO Global Village, citizens’ projects, Expo Eco Money, volunteering, and the Forest Nature School/Village Nature School.

Expo 2005 Aichi: welcoming the active participation of citizens

Throughout the event’s duration, and at every stage of the project ranging from the preparation phase to its closing, such as site selection, construction work, and planning of the project designs, Expo 2005 Aichi strived to express the “Nature’s Wisdom” theme while listening to the voices and opinions of citizens, and preparing and operating in a way to incorporate consideration for the nature and environment.

When the nesting of a rare wild hawk, called *goshawk*, was found in Kaisho-no-Mori, the original Expo site, many nature conservation organisations in Japan and across the world as well as local residents expressed their varied views and opinions. The venue of Expo 2005 Aichi was thus changed. Also halted were development projects to build new residential housing for post-Expo use on the venue, and the construction of Nagoya-Seto highway. This was based on the judgement that to ignore the co-existence with *goshawks* would be the self-denial of the “Nature’s Wisdom” theme. In other words, such a result signified our respect for the opinions of local residents and the nature conservation organisations in Japan and across the world.

At the same time, we pursued and revitalised activities that aimed at citizen participation in this World Expo. Here, the participation of citizens was not the traditional type, in which they participated in the formulation of agreements. Rather, it meant more active participation of citizens, as exhibitors and volunteers to help Expo operations. When World Expos started in the 19th Century, the main players of



Overview
of the Expo 2005
Aichi site

international community were states and nations. In the 20th Century, there were additional players in the form of businesses, corporations and industries. Reflecting such trends, the main exhibitors of Expos became nations and corporations.

At Expo 2005 Aichi, being one of the first Expos in the 21st century, the participation of citizens was identified as the third engine, in addition to the first and second engines of nations and corporations. In the 21st century, when the activities of NGOs/NPOs and citizen groups were raising their importance in the world, it was inevitable that citizens would take a more active role in World Expos. Especially as missions of Expos shifted to ensure the contribution of solving global issues, it was essential to secure the participation of citizens, and for NGOs/NPOs to be active in the field.

When the Japan Association for 2005 World Exposition (hereinafter referred to as the Expo Association) announced the basic plan in December 2001, it identified various forms of participation as a focal point in executing projects. To be specific, it recognised that “in order to hand over the one and only Earth to future generations, every single citizen living on the Earth now has to have self-awareness as a global citizen, while having solidarity with others, and thinking and acting as a global citizen. Moreover, we need to encourage those citizens and NGOs/NPOs, who are becoming new and major players of social activities in the 21st century, to propose and present their views on the planning and development of Expos, to cooperate in their operations, and to participate in the planning and operation of exhibitions and events, while providing a forum for such citizens and NGOs/NPOs to disseminate their information on various activities and outcomes.”

The Basic Plan of the Expo also indicated clearly the establishment of an “NGO Global Village” in the Nagakute Area

*In the 21st century,
it was inevitable that citizens
would take a more active
role in World Expos*

to feature the participation of international NGOs/NPOs that have been active with global networks, as “Global Citizens”. This was decided in order to establish dialogue and exchange among a broader range of citizens and visitors in order to address the challenges facing the global society of the 21st century, to implement new practices, and to establish a “Citizens’ Participation Zone” in the Seto Area.

Furthermore, the Basic Plan stipulated the basic philosophy of the Expo operation plan with the aim of it being operated by the collective power of every single citizen; establishing a thorough operation system manned by volunteers; and promoting participation by a broader range of citizens.

NGO Global Village

In the 21st century, faced with intricate and intertwining issues in the fields of environment, development, peace, human rights, education, and so forth, “the creation of a sustainable society” has become a major challenge in the international community. Reflecting on this background, the NGO Global Village was designed to ensure the participation of NGOs/NPOs that could practice and provide “participatory type experiences and learning programmes” for Expo visitors, under the concept of “learning sustainability”.

Expo 2005 Aichi's NGO
Global Village

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DES EXPOSITIONS (BIE)

The NGO Global Village was a pavilion where NGOs/NPOs made exhibits subjectively and systematically for the very first time in the history of World Expos, even if these entities were not designated as participating entities in the Convention relating to international exhibitions. The system of participation in the NGO Global Village was to have, in principle, a unit consisting of domestic NGOs/NPOs as a host and overseas NGOs/NPOs as partners. Five units per month, and 30 units in total, were to take turns to participate in the NGO Global Village. These 30 units were selected through public invitation processes, which started in July 2001. In 2003, all 30 units were selected, which consisted of 47 overseas partners and 15 domestic partners in addition to 30 host organisations in Japan. The participating organisations were active in various fields of “sustainability”, focusing on “nature and environment”, “international exchanges and cooperation”, “peace”, “human rights”, “indigenous people”, “children”, “traditional techniques”, and “psychological problems”.

The NGO Global Village was situated on a small hill in the northwestern part of the Nagakute Area and consisted of two zones named “Encounter Zone” and “Experience and Exchange Zone”. The “Encounter Zone” included the Theme Exhibition, to provide orientation to understand the concept and significance of the Global Village, partnership booths of sponsor companies, and Mutual Exchange Hall. The Zone also provided an opportunity for participating NGOs/NPOs to introduce themselves. The “Experience and Exchange Zone” comprised of a circular multi-purpose event plaza called “Daichi-no-Hiroba”, surrounded by five pavilions, and one workshop hall. Participating NGOs/NPOs emphasised the needs and possibilities of citizen contribution in building a sustainable society, by hosting the events to introduce their activities and to invite visitors to take part, and by deploying workshops.

The total number of visitors to the NGO Global Village was 2,117,784, accounting for around 10 per cent of all Expo visitors. These visitors highly evaluated the NGO Global Village as “faithful to the theme of Expo 2005 Aichi”, “fun”, “educational”, “relaxing”, and so forth. Moreover, the NGO Global Village provided a wonderful opportunity for the general public to gain knowledge about the activities of NGOs/NPOs, as well as numerous global issues. The NGO Global Village was appreciated also as a place of “fun learning” to learn by experience, among village visitors participating in school tours (many in elementary schools, junior high schools, and high schools) and lifetime learning tours.

The NGO Global Village had extensive media coverage with the amount of report footage overwhelmingly larger than that of other pavilions. Newspapers reported 746 articles, TV coverage was 206 programmes with total footage of 11 hours 40 minutes. In addition to the newsworthiness of the participation of NGOs/NPOs for the first time in the history of the World Expos, monthly events held by various groups in a number of fields also drew much of the attention from mass media.

Among those NGOs/NPOs that participated in the NGO Global Village, some organisations and groups further deployed and disseminated their individual activities based on the outcome of Expo 2005 Aichi, even after the closing of the Expo. Such

*The NGO Global Village
was appreciated
as a place of “fun learning”
to learn by experience*



Numerous workshops and events took place in the NGO Global Village

groups included OISCA (Organisation for Industrial, Spiritual and Cultural Advancement – International), JCBL (Japan Campaign to Ban Landmines), CAPNA (Child Abuse Prevention Network Aichi), Natural Mothering Japan, and REPP (Renewable Energy Promotion Platform).

Mr. Tamio Nakano, former Executive Officer of the NGO Global Village, talked about his impression of the NGO Global Village as follows:

“The main impressions of the more than 2.1 million people who visited the NGO Global Village were that it was fun, educational, and relaxing. The NPOs/NGOs in the village dealt with grave

problems, such as environment, development of industrialising nations, refugees, and landmines, and while the NGO Global Village was a serious place with exhibits on the concept of sustainability, it was also a relaxing and interesting place with a lot to offer. This was probably because of the effect of an environment that made the most of nature, including direct communication methods with interactions emphasising participation, experiences, and dialogue; tea and organic gardens; and bamboo materials. In today’s society, there is a schism between humans and humans, humans and nature, and humans and the world. As people slowly reconnect these barely visible bonds, they become more energetic and more “humanlike”. This village made us realise that a sustainable society is also nurtured by an accumulation of such simple, attentive communication.”

Citizens’ projects

The Civic Pavilion and the Kaisho Plaza, built in the “Citizens’ Participation Zone” of the Seto Area, deployed citizens’ projects, in which citizens themselves implemented the projects throughout the entire process of planning, production, and operations, which was done for the first time in the history of World Expos.

To participate in the citizens’ projects, a public invitation process started in December 2001 for five selected themes of “lives”, “neighbours”, “environment”, “time”, and “beauty”, under the campaign named “Gather the power of humans!”

Further selection processes took place including the selection of 50 theme projects, a second public invitation, and a review by citizens themselves. Finally, a total of 235 projects were selected on 18 February 2005 (about one month before the opening of the Expo), and their outlines and project content were announced. All these 235 projects were planned by citizens and implemented as dialogue-format events.

At the same time, the Expo Association started to examine the operation and management system for these projects that would be most fitting for the participation of citizens. The works other than stage management and exhibit decoration were to be carried out jointly with citizens groups. Some works were to be consigned to NPOs organised by local college students, as well as volunteers who registered for Expo 2005

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The Dialogue
Theatre within
the Civic Pavilion



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Left, Right: The Seto Area of Expo 2005 Aichi with the Japan pavilion.
Centre: The Civic Pavilion

Aichi Volunteer Centre. The overall goal was to have all the staff to be actively involved in the works, to exercise flexibility in what they could do, and to improve the working system through constant communication and discussions.

An overall number of 430 citizens groups participated in 235 citizens' projects, and the number of citizens participating in the projects skyrocketed to reach 35,000 people in the end. Moreover, the "Dialogue Theatre" built in the Civic Pavilion staged "100 Earth-lovers", which started with a video message from Mr. Paul Coleman, who walked 47,500 km around the world to plant trees, and then 252 guest speakers to participate in the talk. "100 Earth-lovers" was staged 924 times in total. Numerous messages delivered on these stages created a rich resource of milestones to illuminate the path of survival for citizens' society in the 21st century.

When classifying the participating organisations, we found: (1) entities with practical experiences in NGO/NPO activities; (2) groups aiming to create new social roles and new purposes of living; (3) groups aiming to create new relationships with society through arts, and so forth; (4) groups anxious to disseminate new technologies, or traditional skills and techniques, such as citizen innovators; and (5) groups organised for the purpose of participating in the Expo and who started to develop their own projects.

Another way to classify the projects showcased at Expo 2005 Aichi is the following: (1) symposiums under contemporary themes; (2) exhibits to outline the activities of NGOs/NPOs, and talk shows by the practitioners of such activities; (3) talk shows by celebrities supporting the activities of NGOs/NPOs; (4) events held by artists encouraging the creation of new relationships with society; (5) events aiming to



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disseminate traditional skills and new techniques; and (6) events aiming to show hospitality to general visitors.

These 235 citizens' projects in total deployed at the Expo advanced thereafter. Some tried to broaden their activities started at Aichi to the entire country of Japan, and further into the international community. Others formed greater links and associations with other citizens' groups. Moreover, some citizens' groups established stronger links and associations with regional societies, including local governments.

The late Takunori Ogawa, Civic Projects Producer at Expo 2005 Aichi, expressed his thoughts on these citizens' projects:

"Each of the 235 civic projects at the Civic Pavilion was rooted in the awareness that environmental breakdown is a breakdown in relationships. The most important result of the first civic projects in international exhibition history was the recognition of this relational breakdown. And the driving force in overcoming this breakdown and restoring natural relationships will come not from nations or businesses, but from individuals. In this sense, Expo 2005 showed the potential that private citizens hold in their hands.

*These projects introduced a youth who decried the misery of child soldiers; Japanese women living with HIV infected children in Thailand; people who taught handicraft skills through a variety of workshops; an inventor who provided a non-electric refrigerator to Mongol entrepreneurs to meet the needs of nomads; senior citizens who promoted projects to celebrate one another's existence through memorial days, and many others. The people of those 235 civic projects and the participants at the Seto Area are all people who shared this moment in time and who loved the Earth. With their invaluable "Citizen's Wisdom" they demonstrated the hope that was lit at Expo 2005 continue to shine, and the efforts made here are being taken up and carried on by other communities."*²

The Expo Eco Money
Centre on the site
of Expo 2005 Aichi



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Expo Eco Money

To encourage citizens to voluntarily adopt environmentally friendly actions, Expo Eco Money was introduced at Expo 2005 Aichi as a social system. This system provided Expo Eco Money (= points) to any designated “environmentally friendly actions”, such as participating in an environmental education programme, use of public transportation, and refusing free shopping bags by bringing reusable bags. Citizens accumulated such Eco Points to exchange them for ecological products, or to donate them for environmental conservation activities, including tree-planting. The system

was implemented as a demonstration and pilot project to create a new social system to circulate environmental values. The main entity to implement this Eco Money project was an NPO, the Eco Design Civic Society Forum, so that the citizens themselves supported this environmentally friendly project.

Expo Eco Money made use of the IC-chip system embedded in the entrance tickets of Expo 2005 Aichi. Each time a visitor entered the Expo site, one Eco Point was added automatically. Eco Points (i.e. Eco Money) were issued for participating in environmental education programme, using eco-friendly cars to visit the Expo site, and other actions. The Expo Eco Money Centre in the site had IC-chip-reader machines installed to issue the Money to those people taking environmentally friendly

*Expo Eco Money
was implemented
as a demonstration
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a new social system to circulate
environmental values*

actions, such as the purchase of eco products or non-use of plastic shopping bags. Earned Eco Money could be exchanged with eco products, buy lottery tickets to win eco tours or eco products, or be donated to environmental conservation activities, such as tree planting.

Many corporations offered to cooperate with the Expo Eco Money project, and major supermarkets, convenience stores actually participated in the programme. The number of participating stores reached about 3,000 shops in Japan, mostly around the Chubu area.

During the Expo, 596,121 people used the Eco Money Centre. At the end of the Expo period, the number of Eco Points issued reached 3.27 million in total, and about two thirds of these were for the reduction of plastic shopping bags. About 530,000 Eco Points were donated for tree planting activities. Through this system, citizens were able to realise that participating in familiar activities could lead to the creation of a new sustainable social system.

After the closing of Expo 2005 Aichi, the Expo Eco Money Centre was moved to another location in Nagoya City, and the system has been operating ever since, being led by the NPO entity Eco Design Civic Forum. Many citizens continue to use the system, with around 51 million Eco Points being issued during the 10 years following the end of Expo 2005 Aichi, of which 12 million Eco Points were donated to tree planting activities.

Mr. Yoshiyuki Hagiwara, the representative of the NPO Entity Eco Design Forum for Civic Society, which led the Expo Eco Money project, spoke of the outcome of Expo Eco Money project:

“Success or failure in building a sustainable society depends on whether people have ownership and responsibility over this process, and how closely people’s conduct is linked. Expo Eco Money was one tool to create such links.

In civil society, people are responsible for building their own communities. Such societies have a high level of information openness and mechanisms for visualisation (striving to make things transparent and urging people to notice). They must also be fair so that people who make efforts are rewarded. It is by arranging such conditions that people will be induced to act and to continue these actions.

During the Expo, visitors returned to their communities and asked their local supermarkets to

Visitors inside
the Expo Eco
Money Centre
at Expo 2005 Aichi

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cooperate in the Eco-Money project, and as a result we saw the number of shops and people who were participating in the project increase throughout the six months of the Expo. This was because this mechanism was physical and visible, in which points were received for the action of refusing plastic shopping bags, and accumulated points could be used for something good for the environment. The Expo was an occasion for seeds sown in the host region to spread from community to community and to all parts of the world. Part of the Expo philosophy was to spread spontaneous ties between people, and Expo Eco-Money made it possible to achieve that.³

Volunteering

“Citizens’ participation” was designated as one of the key measures of Expo 2005 in the Basic Plan of the 2005 World Expo announced in December 2001. Based on this decision, a meeting to exchange opinions on volunteers at the Expo 2005 Aichi was held in 2002, attended by civil societies and municipal governments. The discussion at this meeting resulted in the decision to establish an organisation called the “Volunteer Centre for Expo 2005 Aichi”, which was to work independently from the Expo Association and to implement and undertake volunteer activities based on its own philosophy and policies. This was a new mechanism unseen in the World Expos of the past.

The Volunteer Centre for the Expo 2005 Aichi was established in December 2002.

Its organisational structure constituted a Management and Planning Committee that would oversee the whole project, and a Secretariat to undertake practical business. The Secretariat had five different sections, in charge of international relations, eco projects, welfare, training and participation support. The public recruiting of volunteers started in January 2004, resulting in the number of applicants far exceeding the target number of 15,000 volunteers. The final number of volunteer registrants reached 26,973 people.

At Expo 2005 Aichi, volunteers were asked to participate in the following activities, in order to provide heartfelt services to

visitors, so they could spend a fun and enjoyable time at the Expo:

1. Assisting and supporting the elderly and disabled people at railway stations, parking lots, etc.;
2. Greeting and welcoming visitors at the gates, and distributing Expo maps and restaurant guides;
3. Patrolling the venues to provide services, such as guidance, taking pictures, interpreting foreign visitors, and distributing lost children identification seals;
4. Assisting wheelchair rentals and returns at the Care Centre;
5. Assisting the rental and return services of baby-prams at the Baby Centre and Lost Child Centre;
6. Providing guidance to visitors about ways to separate waste into nine different types at the Waste Disposal Stations set at 80 places around the Expo site;
7. Acting as guides for the Kids’ Eco Tour (tours for elementary and junior high school students to learn about environmentally friendly facilities in the Expo venues, held as a part of environmental lessons).

*During Expo 2005,
a total of 105,173 volunteers
gave their heartfelt
welcome to visitors*

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Volunteers
contributed greatly
to the success
of Expo 2005 Aichi

During the Expo, a total of 105,173 volunteers gave their heartfelt welcome to visitors, thereby contributing greatly to various activities of Expo operations, as mentioned above.

Those volunteers who cooperated in various activities during the six months, such as guiding visitors, helping separation of waste, and environmental learnings, further extended their activities after the closing of the Expo, by broadening mutual exchanges among themselves. The Expo 2005 Aichi Volunteer Centre became a legal entity in August 2006, and restarted its activities as an NPO, to succeed and continue the Expo philosophy, i.e. to build a society with the active involvement of citizens. It started the project to provide a place for volunteer activities. Its volunteer services included: being guides of the Expo 2005 Aichi Memorial Park built at the former Expo site; cleaning up the surrounding areas; managing the Expo Eco Money Centre; and many others. These volunteers also participated in various lectures, seminars, forums and so forth.

Moreover, the Volunteer Centre sent volunteers to Expo 2010 Shanghai and other World Expos making the best use of their experiences nurtured at Expo 2005 Aichi.

The Village
Nature School
in the Seto Area
of Expo 2005 Aichi





Inside the Forest Nature School in the Nagakute Area of Expo 2005 Aichi

Mr. Kosuke Sakakibara, the group manager of public relations and events and the head of the North Volunteer Centre at the Expo 2005 Aichi, discussed his thoughts of volunteer activities:

"In Japan, the word 'volunteer' conjures a strong image of self-sacrifice and serving others, and volunteering is thought of as a special activity that is only done by saintly people. Through the Expo, we wanted to make the Volunteer Centre a place where people could have experiences that would help them come to view that volunteering is a regular part of ordinary life.

Luckily, there were many people who wanted to support the Expo operations and welcome visitors from around the world, and with the understanding and cooperation of visitors, we were able to conclude our activities successfully.

While volunteer activities were only one part of many occurrences at Expo 2005, they may well serve as a catalyst for future development of a participatory society. Many people experienced volunteering at the Expo and could feel the value of citizen participation. This brought a budding awareness among all those involved that it is we ourselves who change society, which I hope will lead to more active citizen involvement.⁴

The Forest Nature School, and the Village Nature School

During Expo 2005 Aichi, four nature experience programmes were developed, as part of the programmes to learn and think about "Nature's Wisdom", while enjoying rich and abundant nature in the venues. Among them, the Forest Nature School and the Village Nature School were implemented and managed by participating citizens, who became "interpreters" of nature to guide the programme participants.

The Forest Nature School was held at the “Forest Experience Zone” in the Nagakute Area. The Zone consisted of the “South Forest” and the “North Forest.” At the South Forest, there were interpreter-guided tours in the forest, “Enjoy the forest in your own way” tours and an experience studio. At the North Forest, a walkway of picture tales was held. During the Expo, a total of 501,436 people participated in these tours.

The Village Nature School was held at the “Satoyama (village mountains) Trailer Zone” in the Seto area. There were four courses available: mountain walking, water stream walking, historic pottery museum, and “let’s walk a bit”. During the Expo a total of 39,839 people participated in these courses.

Conclusion

The participation of citizens during Expo 2005 Aichi led to the emergence of new movements, and its spirit and philosophy continued to make strides even after the closing of the Expo

As described above, the participation of citizens during Expo 2005 Aichi led to the emergence of new movements, and its spirit and philosophy continued to make strides even after the closing of the Expo, into much broader regions with the Expo venue at the focal point. The Global Citizens Exchange Centre established at the former Expo site is actively used as the centre of citizens’ activities, and functions as the place to continue and develop the philosophy of Expo 2005 Aichi further into the future. Moreover, various measures and programmes for the creation of a sustainable society implemented through the citizens’ participation at Expo 2005 Aichi led to the hosting of COP10 for the UN Biodiversity Convention in 2010, and the ESD UNESCO International Conference in 2014, which is said to have led to the development of the concept of SDGs. Lastly, I would like to mention that the successor organisation to the Expo Association, the Global Industrial and Social Progress Research Institute (GISPRI) continues to provide subsidies to various projects to succeed and develop the philosophies of Expo 2005 Aichi.

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1. A Model for Sustainable Society, the 2005 Japan Association for the 2005 World Exposition, October 2006.

2. Ibid.

3. Ibid.

4. Ibid.

La participation citoyenne à l'Expo 2005 Aichi

L'Expo 2005 Aichi a mis en place et promu la participation citoyenne dans la poursuite de son objectif de « Sagesse de la Nature ». Cet article illustre le contexte dans lequel cette participation s'est inscrite, les modalités de cet engagement et son influence.

Le choix du site originel de l'Expo 2005 Aichi dut être changé du fait de la présence d'une espèce rare de rapaces : les Autours des palombes. Ce changement fut le résultat de discussions avec la population locale et des groupes de protection japonais comme internationaux. Les Organismes de l'Exposition ne pouvaient ni ignorer ni ne pas prendre en compte l'opinion des citoyens. De ce contexte naquirent les conditions et l'impulsion nécessaires à une participation importante des citoyens, pas uniquement dans son sens conventionnel de recherche de consensus mais davantage dans sa signification plus large de participation active en tant qu'exposant ou volontaire contribuant à la conduite de l'Exposition.

L'Expo 2005 Aichi fit ainsi de la participation citoyenne l'un des trois piliers de l'Exposition à l'égal de la participation des pays ou de celle des entreprises. Quatre exemples illustrent ce propos.

En premier lieu, le Village Global des ONG, où pour la première fois dans l'histoire des Expositions Universelles, étaient présentées les perspectives des Organisations Non Gouvernementales et des Associations à but non lucratif quant au thème général de l'Exposition. Venues du Japon comme du monde entier, ces Organisations et ces Associations avaient travaillé en étroite collaboration afin de présenter une trentaine de contributions sur divers sujets, articulées autour du thème « Apprendre pour la Durabilité ».

L'« Eco Money » de l'Exposition fut également exemplaire. Grâce à ce système, les citoyens pouvaient recueillir des points en échange d'actions écologiques telles que la participation à des programmes d'éducation environnementale ou tout simplement en refusant un sac d'emballage dans les magasins. Ces points étaient alors transformés en biens écologiques ou réinvestis dans des initiatives de reforestation. Six cent mille personnes participèrent à ce programme.

Les Projets des Citoyens au sein de l'aire de Seto constituent un troisième exemple significatif. Au sein du Pavillon Civique et de la Kaisho Plaza, les citoyens, de manière indépendante et sans lien à telle ou telle organisation ou institution, développèrent 235 projets illustrant le thème de « Sagesse de la Nature ».

Enfin, via le volontariat, trente mille personnes se sont engagées auprès du Centre des Volontaires de l'Exposition et près de cent mille volontaires au total ont œuvré à l'accueil des visiteurs durant toute l'Exposition. Afin de rendre la visite du site et de l'Exposition agréable et mémorable, les volontaires ont fourni aux visiteurs des conseils et des recommandations. Ils ont aidé les personnes âgées ou en situation de handicap. Ils ont renseigné les visiteurs quant au tri des déchets ou encore ont officié en tant qu'interprètes.

La participation citoyenne à l'Expo 2005 Aichi fut une véritable réussite. Cet engagement a donné naissance à un nouveau mouvement tourné vers l'établissement d'une société axée sur le développement durable, et la création d'une nouvelle civilisation en harmonie avec la nature, non seulement localement mais aussi bien au-delà, dans l'ensemble du Japon.

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The Citizens' Initiatives Pavilion at Expo 2008 Zaragoza: Inspiring transformative action

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At Specialised Expo 2008 Zaragoza, which had the theme “Water and Sustainable Development”, a genuine citizen's initiative pavilion was created. This was a pavilion not just for non-governmental organisations (NGOs) but a pavilion by NGOs. Known as El Faro (The Beacon), the project had its precedent at Expo 2005 Aichi Japan, with the theme "Nature's Wisdom", translated in Japanese as "Love the Earth Expo". Expo 2005 Aichi was the first Expo to give voice to citizen organisations, alongside those of companies and governments. As part of its legacy, Zaragoza took over the commitment inherited from the Japanese NGOs to be present at Expos.

Humanity faces increasingly great challenges. The simple reading of the 17 UN Sustainable Development Goals (SDGs) and the Paris Agreement illustrates the tremendous difficulty in achieving them. In order to do so, it is essential to establish a culture of cooperation and alliances among the key actors of social transformation. With humility, which comes from the Latin root *humus*, all key social actors (institutions, companies, NGOs etc.) must acknowledge that they cannot do it alone, that they need the others. These are times of unity, times of cooperation.

This culture of cooperation among actors was essential to the success of the “NGO Pavilion”. Moreover, as shown in this article, the pavilion has proven to be a very useful tool to achieve a pivotal goal in the critical moment humanity is experiencing: the growing appeal to move towards a culture of sustainability. Technological and institutional changes are not sufficient. We must not only change “the hardware” of our economy and our society, but also “the software”. That means the habits and customs of our society, the culture, and the intangible, which form the basis of much of what happens in the world.

The governance of Expo 2008 Zaragoza

Relations between governments, companies and NGOs are not always easy. They focus on building the desired world, which often means coming into conflict with the real world. Therefore, the governing structure of Expos, typically articulated around the host country's government, must be willing to face the differences and listen to the different sides when it comes to the challenge of involving NGOs, even if this approach involves listening to unpleasant opinions.

The openness of the governing body of Expo 2008 Zaragoza to novelty and risk management was crucial for the launch of the process of the Citizens' Initiative Pavilion, El Faro. It was

The openness Expo 2008 Zaragoza to novelty and risk management was crucial for the launch of El Faro

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Left: The Expo 2008 Zaragoza management team in El Faro.

Right: El Faro Council on the last day of the Expo

made possible by the openness to initiate the process, as well as the willingness and capacity to handle relationships throughout the preparation process and during the three months of the Expo.

There were crises, as is usual in human relations, but they were handled with empathy and strategic vision. The Expo Organiser was able to create an autonomous space for NGOs to self-organise, a plural space that managed to link people, organisations and movements that, most likely, would not have participated in more traditional Expos.

From our point of view, a basic requirement for reproducing a similar initiative in other international events is the existence of an “institutional empathy” within the Expo management team.

The governance of the civil society participatory process

El Faro marked the first time in the history of Expos that social organisations shared a single message and voice, while preserving their independence and critical thinking. Our guiding principles were: trust the power of dialogue; respect for the values, proposals and idiosyncrasies of each organisation; the willingness to listen to the ideas of others with the same attention as we would expect for our own; as well as generosity, empathy and the will to overcome crises – which obviously arose – convinced that, when there is a will, there is always room for agreement.

El Faro opted for a participatory process to define the pavilion's content and activities. It was built on a complex organisational structure that began in the summer of 2006 with an initial group of five organisations and ended up on 14 June 2008 with more than 300 organisations joining and contributing to the project. Some of them were more confrontational, while others were more collaborative; some focused exclusively on water

*El Faro reflected the diversity,
richness and plurality
of the third sector*

issues, others were more open to a gender approach; some came from developing countries and others from rich countries. Either way, El Faro reflected the diversity, richness and plurality of the third sector.

Making this diversity of actors productive, effective, efficient and co-responsible for the final result in a limited time was a major challenge, but it was successfully resolved. To address such a challenge, it was essential to establish a useful “participatory architecture”. This organisational ecosystem had 4 nodes. The General Assembly was one of the main nodes, which included all 367 organisations that joined the initiative on an equal footing, regardless of their size or influence. Although they were never

able to meet in person and contact between them was only virtual, they all had the opportunity to share approaches, cases, issues and discussions.

The other key node of that architecture was the Council of El Faro, in which 40 Spanish organisations were represented. This body did meet in person and on a regular basis. The relative geographical proximity of the organisations and the ease of having a common language enabled this body to participate in the strategic decisions that had to be taken.

However, the hectic organisation of an Expo pavilion cannot be achieved by bodies with dozens of entities meeting one afternoon every few months. It requires more day-to-day, regular work. To this end, the Driving Team was created,

with seven entities constantly making the many decisions necessary to successfully complete the Citizens’ Initiative Pavilion, El Faro. These seven entities took on the permanent responsibility of ensuring the collective governance of the task.

The organisational architecture was completed with a fundamental pillar: the Executive Secretariat of El Faro. This body, entrusted to ECODES (*Fundación Ecología y Desarrollo*), was responsible for ensuring that the decisions taken became a reality. In short, the one that made things happen. One of its main functions was to ensure effective connection and coordination with the Expo Organiser. Finding the right balance between the ambitions of the NGOs and the possibilities of the Expo was a key issue. At the same time, another major task was ensuring that there was no gap or crisis of trust between the four nodes of this complex ecosystem. Furthermore, it was obviously necessary to ensure that the pavilion would be inaugurated on the opening day and that everything would work perfectly. In a way, we also wanted to show that the third sector is no less effective and efficient than the other ones!

A sector of the city’s associative movement did not wish to actively participate in the Expo with its own pavilion. Ensuring that these different approaches did not lead to divisions and confrontations was also a significant task for this driving group.

*Finding the right balance
between the ambitions
of the NGOs
and the possibilities
of the Expo was a key issue*

El Faro: A pavilion to accelerate the cultural change in favour of sustainability

The ultimate goal of the Citizens' Initiatives Pavilion was to spread the core message of sustainable water management to the population at large. The architectural design of the building was already a declaration of principles: we wanted a truly sustainable structure with environmentally-friendly contents. The building materials originally selected were straw, mud and bamboo, although at the last moment certified wood was added to reduce the amount of bamboo needed, which has greater impact due to it coming mainly from Asia and thus travelling a long distance.

On 10 July 2008, El Faro received the PEFC Chain of Custody Certification, which guaranteed that all forest-derived raw materials used in its construction were of certified sustainable origin. Due to its shape, the building material and its thermal self-regulation, the people of Zaragoza called it *El botijo* (earthenware pitcher).

The entire pavilion aimed to move visitors and make them understand the world's water challenges by presenting 48 unique case studies from five continents, from which conclusions could intuitively be drawn. These case studies described extremely serious problems, but also successful collective actions to address them. We wanted to stir up emotions and stimulate new thinking, but we also wanted to instil a sense of hope that it is possible to build a better, a more sustainable and a fairer world. And in the end, we wanted to move on to transformative action. Action is what transforms the world.

We wanted to shake up the population, but we also wanted El Faro to be an ideal meeting place for activists and leaders of change in sustainable water management. This coexistence – of the activist minority and the more contemplative majority – was one of the major assets of the pavilion. It was a friendly and welcoming meeting place for both militant activists and those who took their grandparents and grandchildren to contemplate that mud “pot” which had such a special atmosphere.

Hundreds of water jugs used to transport water displayed in the centre of El Faro



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Final construction
work on El Faro

This duality of purpose explains why there was an exhibition section to showcase innovative and cutting-edge examples of efficient home technologies and water-related conflict resolution. Minorities and majorities were merged in the activities of the pavilion, as were the views from the Global North and South. They were not always in agreement or compatible, but the inclusive and non-sectarian nature was one of the characteristics of El Faro, one of its hallmarks. It was very difficult for a visitor, no matter how peripheral his or her country was, not to identify with one of the pavilion's proposals.

We wanted visitors to be touched, for their emotions to be aroused, because people remember what moves them. Many of the 48 case studies presented were concrete stories, but they also illustrated very general problems. People's stories were told as a way to develop the visitors' empathy towards the real-life situations of these people they knew only for a limited time via some panels or in some videos. This case study approach focused on specific individuals was considered to be the shortest and most effective way to broaden the visitors' knowledge about the challenges of water management in the 21st century.

To display them, we dedicated a multimedia exhibition space that occupied a large part of the pavilion structure. All this was included in the exhibition catalogue, a calling card that citizens' movements wanted to send to society as a whole and, in particular, to the visitors to Expo 2008 Zaragoza.

The 48 case studies were framed in eight key messages:

1. **The Human Right to Drinking Water and Sanitation**, with the goal of reducing by half the number of people without access to water in the decade following Expo 2008.
2. **Degradation of Aquatic Ecosystems**, an environmental indicator that identifies potential problems in climate, food or health.
3. **Water and Climate Change**, showing us the survival risk of millions of people living in and/or depending on coastal ecosystems.
4. **“Natural” Disaster Risk Management**, shedding light on the human recklessness that promotes dangerous development in vulnerable areas at risk of disaster.
5. **Large Dams and Infrastructures**, reflecting the displacement of between 40 and 80 million people by the direct flooding of their villages in the last century.
6. **Public and Participative Water Management**, with social control, efficiency and transparency.
7. **Water Uses and Abuses**, demonstrating that water is a limited resource that is essential for survival, so it must be used efficiently.
8. **Water and Transnational Conflicts**, where a conflict is the expression of problems that must be solved and can become an argument for cooperation.

*In El Faro there were problems,
but there were also solutions*

All the spaces in the pavilion were designed with a purpose. In the very centre of the pavilion, we decided to hang hundreds of jugs of different sizes and colours like those used by the population in areas without access to drinking water. They travel to a distant water source with empty jugs and return home, sometimes several kilometres away, with the heavy but vital burden. And so on for days and years. We wanted the sight of those jugs and the rudimentary technology used to transport them to bring children and adults closer to the need for the human right to water.

But El Faro did not intend to be, as said before, a wailing wall. We wanted visitors to hope that the world can be better thanks to the collective work of people who have common dreams and the will to start building them. This “hopeful look” was illustrated by success stories, which showed the power of cooperation to solve problems. In El

48 case studies
were presented
in the Citizens'
Initiatives Pavilion

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The aim was to allow visitors to experience, in some way, the water-related problems that millions of people suffer on a daily basis

Faro there were problems, but there were also solutions.

El Faro also wanted to be an inspiration for potential transformative action, and several proposals were considered to that end. A first proposal was to get visitors in touch with technologies that allow them to use water more efficiently at home, but also, importantly, to inform them of the changes they could make in their personal daily habits to reduce their impact on the aquatic environment. At the same time, we deployed interactive devices in an outdoor space, where visitors could observe the technology used in water and sanitation-related development in particularly vulnerable environments.

The aim was to allow visitors to experience, in some way, the water-related problems that millions of people suffer on a daily basis.

The second proposal was to bring visitors closer to fair trade options. The coffee and fair trade shop was an area aimed at bringing people closer to this consumer choice. Changing how and what we consume is one of the most effective ways to improve the world through everyday decisions. The fair trade store, managed by the Spanish Coordinator of Fair Trade, was the eighth highest-selling store out of a total of 53 stores at Expo 2008 Zaragoza.

In a third proposal, in the space we called “Get Involved”, visitors were encouraged to add their voice to an unstoppable social and institutional movement: the request for the United Nations to declare access to water and sanitation as a human right. Illustrious and anonymous visitors to the pavilion were invited to sign a letter addressed to the United Nations Secretary-General with this petition. These signatures were delivered to the United Nations headquarters in New York. Finally, in July 2010, the UN declared access to water and sanitation as a human right, reaffirming that safe drinking water and sanitation are essential for the realisation of all human rights.

Achieving the recognition of this right was the main goal of all the social organisations that joined the Citizens’ Initiatives Pavilion.

Almost all activities and exhibition proposals were aimed in this direction, and it was the common thread of the pavilions conceptual design. Therefore, this happy ending was the best culmination, two years later, to the realisation of a dream that seemed impossible: to create the first NGO pavilion at a Specialised Expo.

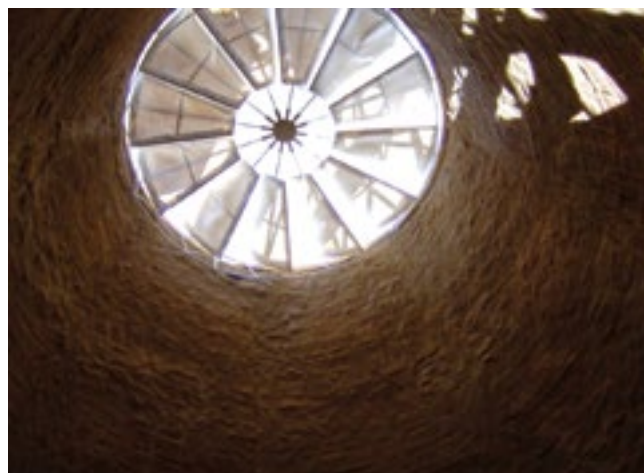
Lastly, we wanted to dedicate a Meeting Space to encourage contact with the social organisations highlighting their causes and proposals. This space came in the form of two different areas: an amphitheatre with a capacity of 150 people and a smaller room with a capacity of 25 people. In these spaces we

UN recognition of the Human Right to Drinking Water and Sanitation was a key aim of the Citizens’ Initiatives Pavilion

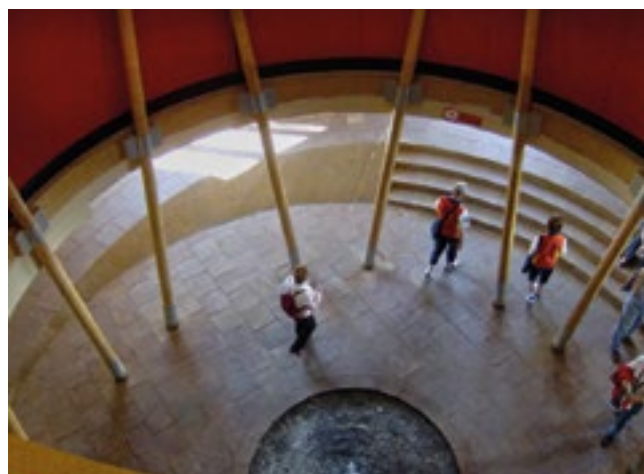


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developed experiences, storytelling, workshops, projections, shows, round tables and conferences, in addition to the successful and well attended productions of theatre and animation company PAI.

The design, content and programming of El Faro was aimed at moving visitors

How did we organise ourselves?

During the operational phase of the project, which ran from 14 June to 14 September 2008 (the opening and closing days of the Expos), 13 thematic weeks closely related to the case studies and messages of the exhibitions were defined. Each thematic week was coordinated by one organisation, which developed the proposals selected by El Faro Council, among all those sent by the organisations that constituted the Assembly.

These weeks were based around information, debates and critiques with proposals and scientific bases. We had a total of 350 events being programmed over the course of 90 days, with 220 speakers, 998 accreditations, 3,200 invitations being sent, 6,000 participants in the conferences and 26 practical workshops.

With participants from more than 30 countries around the world, nine languages used in these events: Spanish, French, English, Japanese, Tibetan, Italian, Quechua,



Left: Visitors attending one of the many activities organised within the Citizens' Initiatives Pavilion.

Right: The Human Right to Water and Sanitation was recognised by the UN in July 2010

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Cristina Castro is the former Operational Coordinator between Expo 2008 Zaragoza and the Citizens' Initiatives Pavilion.



Catalan and Aragonese. The website, elfaro2008.org, received a total of 654,506 visits since it was launched in January 2007.

The scale of the numbers reflects the organisational effort assumed by the Executive Secretariat managed by ECODES while working with the Expo 2008 Zaragoza Organiser in generating confidence that NGOs could carry out such a project.

One of the most moving experiences was the exchange with the delegation from Expo 2005 Aichi. We believe that two words could summarise it: communication and collaboration. These concepts were present throughout the participatory process of the Japanese citizens' movement in the preparation of their activities and, later, in the interaction between this movement and those who visited El Faro. In conclusion, we can say that, following the experiences of Expo 2005 Aichi and Expo 2008 Zaragoza, there are two successful examples of citizen participation in Expos, and two citizen experiences that can give testimony to continue promoting the participation of civil society in this type of event.

With 1,095,751 visitors, the pavilion was a popular success. It received a Gold Award from the BIE and it showed that cooperation between social entities, while difficult, is not impossible. This all happened seven years before the 17 Sustainable Development Goals (SDGs) were approved, proof that multi-stakeholder partnerships are the most effective way to achieve the Agenda of Humanity (the SDGs and the Paris Agreement). It also contributed, even if a little, to achieve a great goal of global fraternity: the approval of the Human Right to Water and Sanitation.

Those of us who participated in this illustrious initiative will always remember the days of El Faro as full, happy days, in which we had a common purpose, a collective dream. We felt like members of a community that had been defeated a thousand times and recovered a thousand times: the community of those who expand the margins of the possible, of those who dream and build a better world.

Le Pavillon des initiatives citoyennes à l'Expo 2008 Zaragoza : source d'inspiration pour des actions transformatrices

Au cours de l'Exposition Spécialisée organisée à Saragosse en 2008 et pour la première fois dans l'histoire des Expositions Internationales, un Pavillon des initiatives citoyennes, El Faro, fut mis en place. Il ne s'agissait pas d'un pavillon *pour* les ONG, mais bien d'un pavillon *des* ONG. Le choix de l'article, aussi singulier qu'il peut être, a ici une grande importance car El Faro était un pavillon entièrement géré par les ONG. Ce pavillon connut un franc succès, succès récompensé par la médaille d'or de l'Exposition, remise par le BIE.

Pour cela, il dût faire face, simultanément, à quatre défis importants :

1. L'équipe de gouvernance de l'Expo 2008 Zaragoza et l'équipe de direction s'étaient lancées dans un processus dont l'issue n'était pas garantie.
2. Les ONG à l'initiative de ce projet, et notamment la Fundación Ecología y Desarrollo (ECODES) qui assumait le rôle de Secrétariat exécutif de ce Pavillon des initiatives citoyennes, s'étaient engagées à promouvoir un pavillon d'un nouveau type dans un environnement habituellement exclusivement réservé aux gouvernements et aux entreprises.
3. Rassembler et engager dans ce processus de préparation et de mise en œuvre trois cent cinquante ONG, venues du monde entier et dont les fonctions et missions étaient très diverses, relevaient également du défi. Réunies autour d'une même thématique « l'eau et la durabilité », ces organisations parvinrent non seulement à s'accorder sur l'axe thématique du Pavillon des initiatives citoyennes mais aussi développèrent ensemble les concepts et cas présentés.
4. Le dernier enjeu auquel les parties prenantes eurent à faire face, fut de sensibiliser les millions de personnes qui visitèrent El Faro. Le message principal du Pavillon était axé sur le « Droit à l'Eau, droit humain fondamental ». Plus de 100 000 personnes signèrent la pétition adressée au Secrétaire Général des Nations Unies demandant que l'Assemblée Générale des Nations Unies approuve ce droit élémentaire. Cette pétition fut remise à l'ONU et, l'Assemblée Générale des Nations Unies adopta peu de temps après, en 2010, une résolution dans laquelle elle déclare que le droit à une eau potable, salubre et propre est un « droit fondamental, essentiel au plein exercice du droit à la vie et de tous les droits de l'Homme ».

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Pavillon des initiatives
citoyennes.





WAKAZO - Youth engagement for Expo 2025 Osaka Kansai

WAKAZO

All of us can think of a life, or *inochi* in Japanese, that we hope to save. This could be our old mentor who passed away suddenly from a heart attack, our grandmother with dementia, our friend who tried to take his/her own life, or our younger brother with a developmental disability. Life is not saved merely by medical services that are offered in healthcare institutions. Only when many of us in diverse fields work together, with medical and healthcare professionals at the centre, can we truly save someone's life.

The aspiration of WAKAZO is to realise the future by connecting young people around the world with one another through Expo 2025 Osaka Kansai. We believe that the process of having young people and citizens take initiatives in creating a future society makes it possible for us to save the lives of as many people as possible. In this article, we would like to present our ideas on how young people and citizens can realise a future society that is designed to save lives, providing examples of initiatives taken by WAKAZO towards this purpose. Needless to say, our aspiration to save lives derives from the theme of Expo 2025 Osaka Kansai, "Designing Future Society for Our Lives". As we explore this topic, we would also like to argue some of the challenges of the modern medical system that have become evident through the Covid-19 pandemic.

Challenges faced by modern medical and healthcare services

Our belief is that in order to save the lives of people, medical and healthcare services in the future should be transformed in a way in which it is supported by society as a whole: not merely by medical professionals and institutions, but by its citizens as well. We see Expo 2025 Osaka Kansai as an opportunity to demonstrate how we propose to transform medical and healthcare services.

To begin, let us consider the challenges when medical and healthcare services are offered primarily by medical professionals and institutions. We would like to explore this question by looking at the Covid-19 pandemic, which continues to have an overwhelming impact around the world, as well as by studying the history of medical services in treating infectious diseases.

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History repeats itself with infectious diseases

At the time of writing, in June 2020, the entire world has become engulfed in the Covid-19 pandemic, with nations around the world scrambling to find ways to lessen its effects on their people and economy. At the end of May 2020, the number of confirmed cases around the world reached over five million, claiming the

lives of more than 300,000 people and overwhelming the healthcare system in many places around the world.¹ As we see inconceivably slow responses worldwide, and hear about or possibly even actually experience the limitation of measures taken by the medical and public sectors, one may want to argue that this is an unprecedented event which could not be foreseen. However, a very similar pandemic happened just over a hundred years ago: the Spanish Flu.

The Spanish Flu pandemic, caused by the H1N1 virus, came in three waves between 1918 to 1920. As the pandemic coincided with World War I, during which a large number of people were mobilised across Asia, the European Continent, and North America, the virus spread prevalently among young males as they travelled on ships, which were closed, unsanitary, and unhealthy spaces - the perfect environment for transmission.² As a way to curb the pandemic, a number of cities ordered people to stay home or tried to lock down entire communities. Even so, the Spanish Flu claimed the lives of 45 million people, a devastating number when the global population at that time was 1.8 billion.

Back then, medical workers, wearing masks and gowns, had to treat a continuous line of patients brought into the quarantine tents. While the locked-down cities saw a gradual decrease in confirmed cases as the number of people venturing outside their homes drastically decreased, the death toll of medical workers who took care of patients in the closed quarters of the quarantine tents surged. Hospitals began to run out of beds, and quarantine tents were set up side-by-side on any available land.

The Covid-19 pandemic has revealed the vulnerability of health services

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The Spanish Flu pandemic caused a significant toll on health services between 1918 and 1920



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Looking back in history, it is astonishing that events nearly identical to what occurred during the Spanish Flu are being repeated now, a whole century later. Although we tend to focus on how much progress we have made in the medical and scientific fields, the Covid-19 pandemic has revealed challenges in the medical system that are hardly any different from a hundred years ago. Hospitals and specialised institutions can easily become overwhelmed at a time of crisis if they are the only bearers of medical services. It has also become evident that these known challenges have not been entirely addressed over the last century.



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Delivering face-to-face medical treatment creates difficulties during a pandemic

In addition to the Spanish Flu, humankind has been plagued with a number of pandemics and epidemics since the turn of the 20th century. Each time, weaknesses in medical systems worldwide have come to surface.

1. Limitations posed by a manual world

Even with the advanced medical technologies available in our modern world, medical professionals are still required to see patients face to face, making medical services constantly reliant on human interactions. If such a system, in which patients are required to go to hospitals for treatment continues to be the norm, delivering medical and healthcare services to those who need them may become increasingly difficult even in normal circumstances, let alone, in time of a pandemic.

2. Secondary effect: Medical workers get infected in a time of pandemic.

One of the common issues seen in past pandemic situations and the current one was and is the large number of confirmed cases among medical workers. Take, for example, the yellow fever outbreak of Philadelphia in 1793, the Spanish Flu in 1918, Ebola haemorrhagic fever in 2014, and Covid-19 now. Medical workers who dedicate themselves to treating patients do not get enough rest or are able to take sufficient preventive measures because there is a lack of manpower, material, places, and systems. As a result, many of these medical workers end up become infected, and at times, lose their own lives.^{3,4}

3. Insufficient awareness of personal healthcare among citizens

Some news reports indicate that the Covid-19 pandemic has made people increasingly aware of their personal health, and take measures to improve it. For example, in the midst of this pandemic, the number of people in India going to receive health checkups available in their community has increased. Although there is no doubt this is a wonderful improvement, it goes to show that people, even in this modern age, do not have much awareness of their own health and are oblivious to how they can manage it by themselves. It appears that people subconsciously assume that health is something that should be treated only by doctors and hospitals.

Turning the crisis into an opportunity

As discussed thus far, pandemics have negatively impacted many countries around the world, revealing complex challenges inherent in society. Pandemics in the past have, however, presented opportunities for society to evolve as well. The First Industrial Revolution from the late 18th century is said to have been triggered in part by the Black Plague. This plague spread across Europe throughout the 14th and 15th centuries, and

killed nearly 60 per cent of the population in Europe at the time.⁵

The drastically diminished population meant that aristocrats were confronted with a serious labour shortage, and this led to peasants gaining leverage to ask for better treatment from their feudal lords, which consequently triggered the weakening of the feudalistic order. The collapse of feudalism led to higher wages for workers, which in turn brought about improved productivity in agriculture and industry as well as an enhanced lifestyle for the workers. In addition, the lack of cheap labour helped to facilitate the innovation of many industrial machines, like the steam engine. Interestingly, at the centre of such technological innovations and social transformation sat common citizens, not just upper-class aristocrats or certain educated inventors. The Industrial Revolution, which was spurred by citizens gaining

power and the improvement of technologies, led European society to take a great leap forward towards modernisation.

As we face the current pandemic, we need to recognise this as an opportunity for humankind to evolve and develop into a new society and not to treat it as just another threat that comes and goes, eventually fading from our memories.

A post-pandemic future society

The Covid-19 pandemic shook the very foundation of medical and healthcare services around the world, which are supposed to protect life. When designing and developing a post-pandemic future society, we should drastically change the medical and healthcare systems into something that has never been seen before. It will not be enough to just fix the existing system, which has hardly seen any fundamental reform over the past century.

For this, we need to focus on two principles:

1. **To make citizens bear responsibilities for medical and healthcare services by changing their mindset and democratising medical technologies; and**
2. **To embrace the system of saving life in the community by utilising a super city concept as a basis of community development.**

The key to achieve these principles lie in how we track, aggregate, and analyse citizens' personal health records (PHRs) and how we develop a blockchain of healthcare data to support PHRs.

PHRs are composed of health data such as heart rate, blood pressure, cardiac electrogram, breathing rate during sleep, diet, and exercise habits, as well as behavioural data, such as hospital visit records and information of any past purchases.

As we face the current pandemic, we need to recognise this as an opportunity for humankind to evolve and develop into a new society



PHRs can play a vital role in saving people's lives. To date, PHRs have been exclusively maintained by hospitals (health data) and large corporations (purchase data), and controlled in a centralised manner. It is critical that we enable individuals to manage their own PHRs, providing them to corporations on their own accord and in turn, having the corporations who attain these records provide benefits to those individuals. This positive cycle should be developed under the distributed administration system made possible by blockchain technologies. For this to happen, it is necessary to transform the mindset of each individual citizen so that he/she understands that he/she is the owner and provider of his/her PHR. Of course, non-invasive and easy-to-use censoring technologies need to become available for citizens to obtain their own PHRs in daily life. Promoting a super city concept is also vital to developing the social infrastructure that enables corporations to create and give back quality health services using PHRs provided by individuals.

Needless to say, a transformation of this scale cannot possibly take place overnight. It requires repetitive demonstration experiments as well as proof of concept. The period leading up to the Expo and the actual event of the Expo in 2025 will offer opportunities to develop such demonstrative prototypes.

Now, we would like to address what citizens need to work on to make the Expo a success, and ultimately make a post-Expo and post-pandemic society into one that is able to efficiently and effectively save and protect lives.

To showcase how citizens are engaged in the Expo, we would like to introduce WAKAZO's achievements to date as examples.

Pandemics present challenges, but they also present opportunities for society to evolve

What is WAKAZO?

WAKAZO in Japanese means a young, inexperienced person. We may not be full of experience, but we believe our youth presents us with opportunities.

*It is the youngsters
who bear the responsibilities
of the future society*

It is the youngsters who bear the responsibilities of the future society. Because we are young, we are in a position to think and act on what we can do at this stage in our life.

Almost half the world's population is under the age of thirty.⁷ Creating a society in which everybody contributes to protecting someone's life would not be possible unless more and more young people in the world, though inexperienced and rough-around-the-edges, think and act on the future with strong aspirations.

From these observations, we decided to call our group WAKAZO.

WAKAZO: The road so far

Launched in 2016, WAKAZO played an important role in the bidding efforts of hosting Expo 2025 in Japan.

At the inochi Gakusei Mirai Forum, which was organised at the end of 2016, we announced, and submitted to the Governor of Osaka Prefecture at the time, "A Hundred Recommendations from Young People for World Expo 2025 in Osaka". Organised around the theme of "Demonstrating Mankind's Ability for Health and Longevity", students of junior high, high schools, and universities outlined 100 ideas that they want to realise through the Expo in the report. The proposals covered topics ranging from remodeling entire systems to designing a pavilion for the Expo. They were categorised into five themes: "the Expo that questions what humankind is all about", "the Expo that makes us think about the meaning of life", "the Expo to help you explore what it means to be truly thriving", "the Expo that presents compelling diversity", and "the Expo in which co-creation across generations takes place".⁷ The forum and subsequent proposals demonstrated how young people and citizens could support the bidding efforts that are normally undertaken by the public sector. In this regard, we take pride in having pushed citizen participation a step further.

In 2017, in order to seek proposals from even more people, we launched a website for people to post their ideas, called WAKAZO.ONLINE. More than 2,000 proposals have been posted by young people in Japan on what they want to achieve through the Expo.⁸ In addition, we visualised how many people were supportive of hosting Expo 2025 Osaka Kansai within this site, driving the momentum in Japan and presenting our cause to international audiences. Through the hosting of the WAKAZO Creative Competition during this period, we tried to find people with creative talent in six fields: architecture, performance, illustration, digital creative, video, and speech. We considered these six areas of expertise to be essential for making a strong foundation for the creation of the Expo. After the competition, we gathered volunteers from among the participants and formed an architecture/creative team tasked to come up with the concept of our pavilion. Our method was very unique in that young people



The Expo 2025 Osaka Kansai delegation during the 163rd General Assembly of the BIE

tried to find young talent and form a team for the purpose of co-creating the Expo, an entirely different approach from traditional top-down talent recruitment.

Furthermore, we launched a backpacker project in 2018, in which two university students backpacked around the world and conducted interviews with young people at their destinations, in order to gather ideas from local people on issues prevalent around them and possible solutions. The outcome of the interviews are visually posted on the proprietary online site, WAKAZO Earth, that emulates a large globe that users can interact with.^{9,10} WAKAZO Earth makes it possible for young people worldwide to understand and share challenges with one another, offering opportunities for them to take the first step in co-creating the future as they get connected online.

These initiatives reconfirmed our belief that in order for us young people and citizens around the world to be organically connected, we need to work as an integration hub, not merely waiting for governments or corporations to take actions. As young people, we should play a role in offering opportunities for discussions, providing occasions to show our capabilities, and being a catalyst of proactive engagement.

Luckily, the Ministry of Economy, Trade and Industry of Japan and the Expo bidding committee showed a great deal of understanding regarding the importance of the involvement of young people and citizens, and worked closely with us in the development of the Expo and creation of the future beyond the Expo. To showcase their commitment, they provided young people and citizens, including some WAKAZO members, with opportunities to present our case in important events in the process of bidding, including the 163rd BIE General Assembly held in 2018.

When the BIE Enquiry Mission visited Osaka in March 2018,

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WAKAZO was actively involved in bidding activities for Expo 2025 Osaka Kansai

WAKAZO was given a chance to speak to the Mission; we presented how we had built a network of young people and citizens across the world, and why we believe it is important for us to be main players in the Expo for it to be successful and also for the benefit of a future beyond the Expo.

Furthermore, at the 163rd BIE General Assembly, one of the members of WAKAZO was given an opportunity to make a presentation as part of the bid to welcome the Expo to Japan, representing the entire youth of Japan. Japan was the only country among the candidates that picked a young citizen to present. We are very proud that active involvement of young people and citizens was highly regarded by the BIE Secretariat and delegates of Member States from around the world.

The bidding activities empowering young people and citizens bore fruit. In November 2018, Japan was elected, by the vote of BIE Member States, to be the host of Expo 2025 Osaka Kansai. This will be the first World Expo in Osaka in 55 years.¹¹

We understand, however, that being elected as a host county is only the start of our journey. During the five years of the preparation period leading up to the opening of the Expo, it is vital that young people and citizens are proactively engaged in the process of creating a future society that unfolds beyond the Expo.

As the first step, we launched two projects in 2019; the Young People Congress for 2025 and the Mini WAKAZO Pavilion. These projects are designed in a way to position

the Expo as a testing field for young people. In the Young People Congress for 2025, participating youth discussed what 2025 will be like as a year and what it should resemble in terms of the key word of Expo 2025 Osaka Kansai: life. The Mini WAKAZO Pavilion was developed based on the discussions that unfolded at the congress, with two underlying questions: what should we do to address the challenges outlined in SDGs moving towards 2030, and what will be the challenges in 2050 whose solutions can be leveraged in efforts towards achieving the SDGs? The mini pavilion, with the theme of Making Life an Art, was put on display in a gallery as a prototype of the pavilion we envision to develop in 2025.

What are we trying to achieve through the Expo 2025 Osaka Kansai?

Now that Japan has been elected as the host country of the Expo, our focus is on what we want to achieve through the Expo. There are two major areas:

1. We would like to make the Expo a place of co-creation, while reforming the process of creating a future society.

When we look back, there are certainly occasions in which young people and citizens took an active part in previous Expos. For example, during Expo 2005 Aichi, dancing and other performances were organised for young people. In addition, symposiums that invited influencers in education, entrepreneurship, NPOs, and communities were organised, targeting young people. The Expo 2020 Dubai, which will open in 2021, offers the Expo 2020 Young Innovators Programme, where young people from around the world can post their ideas. Posted proposals are visualised online, and winning works are to be exhibited at the Expo. In addition, through a programme called Expo 2020 Young Stars, students in the UAE will come up with performances related to the theme and sub-themes of the Expo and showcase them on the Expo's main stage.

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An artist's impression
of the Expo 2025
Osaka Kansai site

*The Expo in 2025 will be
a co-created exhibition where
the voices of youth and citizens
are reflected in each process
of the development*

These efforts are nothing short of excellent in that young people have opportunities to deliver their voices to the world through the platform of the Expo. We believe, however, that young people and citizens do not participate in Expos in a true sense if they are only taking part in programmes already prepared by organisers. Engagement in a true sense comes from becoming involved in the process of developing the Expo, from its inception.

This is why we see it as vital that as young people, we and other citizens are empowered throughout the planning phase and take active roles in the process of developing the substance and mechanisms of the Expo. Particularly, it is necessary to create a testing field in the Expo with young people that facilitates social implementation of research and development projects undertaken by young people. This process will make Expo 2025 Osaka Kansai uniquely different. Unlike traditional static exhibitions, Expo 2025 will be a co-created exhibition where the voices of youth and citizens are reflected in each process of its development, with the fruit of the process experienced throughout the Expo and future society over the next 50 years.

2. We would like the Expo to focus on protecting life.

Leveraging Expo 2025 Osaka Kansai as a catalyst, we aim to foster medical and healthcare services that are designed to save lives.¹² Among the three sub-themes of the Expo: Saving Lives, Connecting Lives, and Empowering Lives, we first need to target

Expo 2025 Osaka
Kansai is themed
"Designing Future
Society for Our Lives"



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and strengthen the foundation of Saving Lives, which may have been shaken by the Covid-19 pandemic. On top of this solid foundation of Saving Lives, we need to make investments in industries that are aimed at protecting life to sustainably Connect and Empower Lives. Japan is currently undertaking the 'Challenge 25 Campaign', which urges people and corporations, through six challenges, to help reduce, by 2020, annual carbon dioxide emissions in Japan by 25 per cent compared to emissions in 1990. Participating individuals and corporations are recognised and are subject to subsidies and preferential tax treatments.¹³ Initiatives targeting a large group of the general public like this are currently centred around environmental issues. We believe that investments of industries aimed at protecting life, such as medicine and healthcare, should be promoted in the same way. Industries, corporations, and individuals who are directly making an impact on peoples' lives should be recognised and their efforts should receive investments. When the smart city concept becomes a reality, with the Expo working as a catalyst, citizens will become providers of their own health information, becoming an active player in developing a community that works to protect life. Capitalising on the opportunity of the Expo, our goal is to realise a future society that is designed to protect life while businesses, academia, the public sector, and citizens work closely together as one.

inochi Future Pavilion

We at WAKAZO are hoping to make a pavilion on the Expo site that works as a testbed, enabling a future society designed to save lives. With this, let us now outline the ideas we are envisioning for the inochi Future Pavilion.

1. Providing everybody with experiences of what it means to save lives

By visiting the pavilion and providing their health data, visitors will receive a first-hand experience and a sense of achievement that they are actually making a meaningful contribution to saving lives.

2. Accelerating the democratisation of future technologies required to save lives

Our goal is to make future technologies that are designed to save lives such as blockchain and contactless censoring available as soon as possible to citizens.

3. Leaving a legacy of an operating system which facilitates the development of a community that embraces the idea of saving lives

By forming a consortium of medical institutions and non-medical corporations, we hope to leave as a legacy of the Expo a design for a novel city operating system. Through the city operating system, health information obtained in the pavilions can be provided and analysed so as to enable the development of a healthcare-oriented smart city.

After experiencing the Covid-19 pandemic, we are confronted

*WAKAZO plans to develop
the next generation of leaders
capable of leading a future
society that unfolds after
we overcome the Covid-19 crisis*

Top: One of the design ideas for the inochi Future Pavilion.
Bottom: The WAKAZO online platform accepts ideas from individuals from around the world



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with the question of how we can re-develop the foundations of safety and security of life. With this in mind, the inochi Future Pavilion will focus on many different challenges present in this current world, not just the pandemic. To encourage citizens to take part in solving these challenges, the pavilion will provide individual visitors who offer their own PHR data with opportunities to experience what it means to contribute to the protection of life. Biometric information on the genome, information from wearable sensors, behavioural information through GPS, and the use of electric payments will be integrated, with the permission of visitors, and this big data will be analysed by AI. Then, those individuals will receive personalised feedback on how they can implement healthy habits in terms of diet, exercise, and sleep. This cycle will facilitate experiments and the implementation of sustainable city health-medical operating systems, which will help citizens achieve an extended healthy life span. The city operating system in

this sense can be applied to the treatments of cancer, cardiac diseases, lifestyle-related diseases, dementia, infectious diseases, locomotive syndrome, mental health, mother-child health, and rare diseases, to mention a few. The system can also work alongside advanced medical technologies, including regeneration medicine, genomics, AI/IoT, robotics, digital therapeutics and so on. In this way, the new end-to-end health and medical model, from prevention to treatment and eventually, to prognosis management, will be designed as a result of collaboration among businesses and academia, as well as the public and private sectors. Our ultimate goal is to implement this model created through the Expo into a smart city of the future.

In short, the inochi Future Pavilion is a representation of the living lab in which we will design a future society that works to protect our life.

Developing the inochi Future Pavilion

In order to realise the inochi Future Pavilion, WAKAZO plans to, first and foremost, develop the next generation of leaders capable of leading a future society that unfolds after we overcome the current Covid-19 crisis.

At WAKAZO, we have organised the inochi Gakusei Forum every year since 2014. In this educational programme, university students work with junior high and high school students to solve challenges in healthcare, including dementia, suicide, cardiac sudden death, and developmental disabilities. Based on the design thinking methodology, the forum aims to develop leadership talent in the healthcare field by offering problem solving experiences. Over the period of five months, students from junior high and high schools, with a university student as a project manager, work to come up with healthcare related solutions to the presented challenge. They conduct interviews to gain insight from first-hand experiencers of these challenges, receive mentoring support from experts in the area, and in the end, develop prototypes of the proposed solutions.

Steadily gaining popularity and recognition, the forum has so far generated a total of 142 problem solving ideas with the participation of 611 students from 67 schools across seven countries. We are proud to report that participants of the forum continue to be active in solving healthcare-related challenges in many different areas. Some are putting their solution proposals into social implementation by involving the Ministry of Environment and municipal governments; others are starting their own business stemming from their project; and others are studying abroad at well known universities to advance their research. The forum, launched in Kansai, has now expanded to the Kanto region as well as Kanazawa city. With these three hubs, we are aiming to further expand the initiative.

Leveraging expertise gained through our various efforts, WAKAZO formed a consortium in 2020 composed of universities and corporations to further accelerate efforts to develop future leadership. The consortium is open to participation by medical scientists, healthcare workers, and medical/healthcare related companies in lines of businesses such as pharmaceutical, medical equipment, diet, exercise, and sleep. In addition, a wide range of sectors covering logistics, housing, transportation, information technology, media, insurance, and entertainment, as well as experts,

such as behavioural economists, cultural anthropologists, scholars of philosophy and literature, artists, and designers, are welcomed to work together beyond their fields to bring about co-creation. By embracing a diversity of insights, the consortium is aimed at having in-depth discussions, experimentations, and implementations. Our hope is that the consortium produces next generation leaders who are capable of re-designing a future society in the post Covid-19 era.

As part of our consortium efforts, we are holding online seminars this year. When young people under the age of thirty in different fields continue to have discussions on how industry and infrastructure should be designed to protect life, especially in this post-pandemic age, with experts in many fields, be it medicine, architecture, entertainment, data science, and production, we believe that we can co-create a future society by sharing knowledge among industries and academia as well as the public and private sectors.

Conclusion

Amid the Covid-19 pandemic, we are in the middle of a historic crisis and upheaval. At this time, asking ourselves what it means to protect life is the starting point of how we reconstruct global society. In the post-pandemic world, saving lives is not just the responsibility of hospitals and medical professionals, but also of the entire society and its citizens. Citizens will change their mindset, and begin to see medical services not merely as something they passively receive. They will transform themselves to be active bearers of responsibility in protecting life so that they can fully exhibit the potential of their own lives.

The degree of success of Expo 2025 Osaka Kansai to live up to its theme of “Designing Future Society for Our Lives” will become critical in the world after the pandemic. We are confident that Expo 2025 Osaka Kansai, by having many citizens around the world take part in it, will be remembered for a long time as an epic moment that laid a foundation for a brighter future.

WAKAZO is a group of under 30s from all over the world with the goal of realising the future by connecting young people through Expo 2025 Osaka Kansai.

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WAKAZO – Engagement de la nouvelle génération à l'Expo 2025 Osaka Kansai

L'ambition de WAKAZO est de sauver d'innombrables *inochi* (vies). Nous savons que les soins médicaux ne suffisent pas véritablement à aider ces vies, et sommes, en revanche, convaincus que la collaboration entre personnes issues de domaines différents peut permettre de sauver l'*inochi* d'une personne.

Nous considérons en outre que pour protéger l'*inochi* de la prochaine génération, la génération actuelle doit s'unir et semer aujourd'hui pour récolter demain.

L'Exposition Universelle Expo 2025 Osaka Kansai est une occasion unique qui, pour WAKAZO, doit inciter les jeunes à se rassembler afin de, selon un processus original, créer une société nouvelle qui constituerait un véritable précédent.

L'aventure de WAKAZO a débuté en 2016, avec la candidature du Japon à l'organisation de l'Exposition Universelle 2025. En 2017, nous avons lancé WAKAZO. ONLINE, une plateforme en ligne de partage d'idées permettant aux jeunes au Japon de présenter leurs aspirations et visions de l'Exposition. A ce jour, plus de 2 000 idées y ont été publiées. Le projet *Backpacker* (baroudeur) a permis à des membres de WAKAZO de parcourir le monde pour en apprendre davantage sur les défis auxquels différentes communautés sont confrontées et de les partager via notre site internet WAKAZO Earth (Terre WAKAZO). En 2018, à l'occasion de la 163e session de l'Assemblée Générale du BIE, l'un de nos membres, représentant les jeunes du Japon, a pu présenter notre vision dans le cadre de la candidature du Japon à l'organisation de l'Exposition Universelle 2025.

Aujourd'hui, avec les préparatifs de l'Expo 2025 Osaka Kansai, quels sont les projets de WAKAZO pour la période menant à l'Exposition comme pour la durée de l'Exposition ? Deux objectifs principaux nous animent.

Le premier est de révolutionner la façon dont les jeunes et le grand public sont engagés dans les Expositions. Pour ce faire, nous envisageons par exemple de développer des plateformes pour que les jeunes puissent rechercher, développer et tester leurs idées en vue d'une mise en œuvre sociale. Si les Expositions passées disposaient d'espaces pour la jeunesse, nous voulons aller au-delà. Nous considérons qu'un véritable engagement doit démarrer dès le début du processus de développement. Aussi, nous souhaitons dès à présent créer ces plateformes *avec* les jeunes.

Notre deuxième objectif est de mettre en œuvre une Exposition de l'*inochi*. Nous considérons que, le thème de l'Expo 2025 Osaka Kansai basé sur la vie humaine, fait de l'Exposition une occasion idéale pour inviter le monde à réfléchir et à envisager des moyens de sauvegarder l'*inochi*. WAKAZO a d'ores et déjà commencé à œuvrer en ce sens. Des jeunes du monde entier participent ainsi à nos programmes d'innovation, apprennent à lancer des projets dans le domaine de la santé et constatent qu'ils peuvent aussi apporter leur pierre à l'édifice de l'Exposition. Ce programme permet à WAKAZO de se rapprocher de l'accomplissement de sa mission qui consiste à « développer pleinement le potentiel des jeunes à se saisir des problèmes sanitaires et à les résoudre » par le biais de l'Exposition.

A travers toutes ces initiatives, WAKAZO aspire à aider les jeunes à devenir de futurs leaders de la santé travaillant avec des personnes de différents domaines en vue de sauvegarder l'*inochi* de la prochaine génération. Nous espérons ainsi pouvoir co-crée, avec le monde entier, un avenir au sein duquel, grâce à l'Exposition Universelle Expo 2025 Osaka Kansai, chacun-e peut protéger l'*inochi* de chacun-e.

WAKAZO est une association de jeunes de moins de 30 ans du monde entier dont le but est de construire l'avenir en connectant des jeunes gens à travers l'Expo 2025 Osaka Kansai.

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