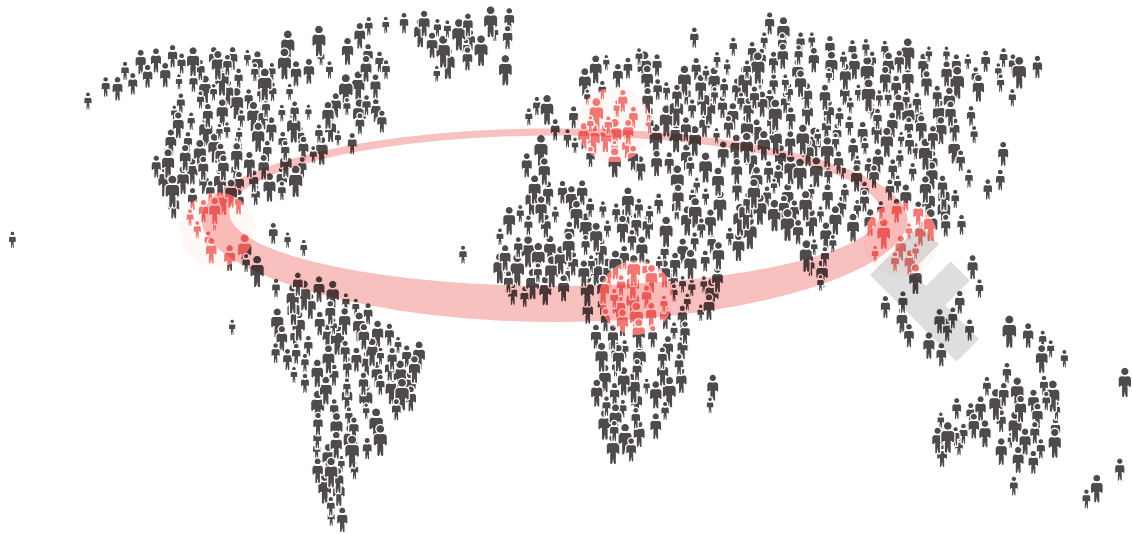# The road to a local IGF:
Strategies and experiences

Experiences
with regional workshops

Introduction

In summer 2016, the IGF Academy kicked off with two regional workshops, one in Johannesburg, South Africa, and the other in Colombo, Sri Lanka. In both regional workshops, four teams consisting of two fellows each met for the first time in their region. Altogether, four teams were representing Asian countries and four teams African countries. For the duration of almost a week, fellows at both workshops discussed the ICT economy and regulatory landscape of their countries; the cultural perceptions on technology at their homes and their work in relation to ICT or human rights issues. The main goal of the workshops was to initiate a series of exchanges among the involved countries to think and discuss strategies to create or enhance Internet governance structures in their own countries.

During the second half of 2016, the fellows of the IGF Academy have performed a more formal analysis of the situation in their country. Starting with a SWOT analysis, they have worked on a stakeholder mapping to identify different types of actors, including minorities which the should to be engaged, communities left outside the discourses, groups using the governance structure to magnify their presence, institutions with high multiplying effects, and others. With the help of a communication strategy, they addressed different communicative expectations and needs of the targeted actors and reflected on diverse formats not only to reach out, but also to build capacity and thus enlarge mid- to long term the targeted stakeholder groups.

Last, a fundraising plan was worked out to render an overview of potential funders and types of funding (monetary, in kind, sponsorship, donations). The fundraising plan also lists reasons for engagement from the donor's side and considers the most suitable and sustainable way to spend the money.

All those strategical elements result in a roadmap which gives a unified vision of prioritized goals and tasks on the way of either establishing a national Internet governance forum or enhancing an already existing national IGF. The following pages are a documentation of the first stages in the thoughts of the fellows developing their strategies. During the drafting, the political and economic situation of some countries changed slightly. Also, relevant actors from the government changed their position, and new regulatory initiatives re-framed the ICT context known to the fellows - partly also because of small success achievements of the fellows favored by the strategies. Hence, the strategies need to be seen as an iterative exercise in need of continuous practice.

Guidelines and questions:
Supporting material for the regional workshops
SWOT-Analysis

SWOT-Analysis diagram: http://igf.academy/IGF-Academy-SWOT.pdf

Strengths

Strengths describe the positive attributes, tangible and intangible, internal to you and your organization/network. They are within your control.

Starter questions:

_ What are the positive and negative attributes in your environment that can facilitate or weaken the implementation of IG processes?

_ What do you do well? Think about: positive attributes of people, such as knowledge, background, education, credentials, network, reputation, or skills.

_ Why do people come to you?

_ Do you have already established organizations that advance multistakeholder Internet governance and freedom of expression?

Financial:

_ Is it feasible to access funding and receive financial support for such efforts?

_ What kind of financial resources do you have?

_ Is your revenue diversified?
What kind of investments do you have for the future?

Physical:

_ What kind of assets do you have?

_ What are the benefits of your (institution's) space and building?

_ What kind of equipment do you own?

Activities and processes

_ What programs do you run?

_ What systems do you employ? Have you had experience with initiating IG processes or similar processes? If so what has worked and what has not worked in the past?

Intellectual resources:

_ What kind of intellectual property/resources do you have in your institution/network? List software, studies, etc.

_ What kind of processes do you have to reflect and learn from failures and success?

Human resources:

_ What kind of human resources do you have?

_ Are there vital players in your institution's hierarchy?

_ What kind of programs do you have that improve your or the institution's work and co-workers?

Workflow:

_What kind of processes do you have in place that makes your work/institution efficient?

_Working culture:

_What kind of working culture has your institution/network created?

Reputation:

_How does your clientele or community view your institution/network?

_How did you achieve your reputation?

Growth potential:

_What plans do you have for growth?

_What is the main reason you are able to grow?

Weaknesses

Weaknesses are internal aspects that may put you at a disadvantage when you are trying to achieve your goals. You need to enhance these areas. They are within your control.

Starter questions:

_In what areas do you struggle?

_Does something specific stop you from performing at your best?

Financial:

_Are financial resources holding you back? If so, how?

_Are you preparing for your financial future?

Physical:

_Are any of your physical assets creating a problem?

_What condition is your office/equipment in?

Activities and processes

_Are any of the programs you run in jeopardy?

_Are the systems that you employ deficient?

Intellectual resources:

_Are any of your software patents or copyrights in jeopardy?

_Is regulation keeping your resources from moving forward?

Human resources:

_What kind of human resources do you have?

_Are there any departments that are lacking or inefficient?

_Are programs in place to improve the work/performance of your institution/network? If so, are they working?

Workflow:

What areas could be improved upon when it comes to workflow?

Working culture:

_Are you happy with the working culture in your institution? If not, why?

Reputation:

_How does the public see your institution? Are you happy with that image?

Growth potential:

_What plans do you have for growth?

_What keeps your institution from growing?

Opportunities

Opportunities are factors that can contribute to your growing success. These factors are typically beyond your control, which is why they are considered external factors.

Economic trends:

_Is the economy in your area looking up?

_Are economic shifts happening that impact your target audience?

_What economic, cultural and political aspect of your environment can bring about opportunity the implementation of IG processes?

Trends in ICT:

_How is the ICT market changing?

_What new trends could your institution/network take advantage of?

_What kind of timeframe surrounds these new trends? Could it be a long-term opportunity?

Funding changes:

_Do you expect an increase in grant funding or donations this year?

_How will funding changes help your business?

Political support:

_Do you anticipate a shift in political support this year?

_What opportunities could be created with new political partnerships?

_Does any sector in your country pay attention to and contribute to IG processes and online freedom of expression?

_Is public participation in processes similar to Internet governance processes popular in your country?

Government regulations:

_Are any regulations shifting that could lead to a positive change?

Changing relationships:

_Are there positive changes happening within any of your outside relationships?

_Are the other stakeholders changing or expanding?

_Has your network/institution decided to move on, creating an opportunity to work with someone new?

Target audience shift:

_How is your demographic shifting?

_What opportunities can you think of that can move with these changing demographics?

_Is your audience expanding? If so, how can you use this increase?

Threats

Threats include external factors beyond your control. They can put your strategy, or your institution, at risk. You have no control over these.

Economic trends

_Is the economy in your area in a recession?

_Will the economy negatively impact the ability of all stakeholders to work/cooperate with the other stakeholders?

_Are economic shifts happening that impact your target audience?

_What economic, cultural and political aspect of your environment can bring about opportunity or threaten the implementation of IG processes?

ICT trends

_How is the market changing?

_What new trends could hurt your institution/network?

Funding changes

_Do you expect a decrease in grant funding or donations this year?

_Will funding changes hurt your institution/network? If so, how?

Political support

_Do you anticipate a shift in political support this year?

_Is there reason to be concerned over political shifts?

_Does any sector in your country pay attention to and contribute to IG processes and online freedom of expression?

_Is public participation in processes similar to Internet governance processes popular in your country?

Government regulations

_Are any regulations shifting that could endanger the project?

_What kind of damage could new regulations have?

Changing relationships

_Are any relationships with other stakeholders changing?

_Is there any turmoil with partners or other stakeholders?

Target audience shift

_How is your demographic shifting?

_What threats accompany these changing demographics?

_Is your audience changing in a way that you can't accommodate?

Stakeholder Mapping

Stakeholder Analysis Matrix offered as a template to the IGF-Academy teams. Results of the Stakeholder Mapping are not included in the Results (page 8 f.), because they typically included names and adresses not intended for publication.

Stakeholder Name	Contact Person	Impact	Influence	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
Phone, Email, Website, Address							
How much does the project impact them? (Low, Medium, High)							
How much influence do they have over the project? (Low, Medium, High)							
Government							
Civil Society							
Media							
Technical Community							
etc							

Fundraising Plan

Questions provided to the IGF-Academy teams.

Step 1: Identification

Who and why?	What?	How?
Who are the funders	What is the nature of funding	Making use of your skills
_From whom you or IGF Initiatives usually receive funding? _Which companies/institutions are interested in reaching out to civil society and government and may want to sponsor (even if they don't know about IG). _Which organizations should be (but aren't) funding you? What are the reasons underlying? How can we overcome these constraints?	_How is the funding provided? _Is it a sponsorship, a grant, a donation or other?* In kind or lump sum? _What are the advantages and disadvantages? __Do funders have to transfer you the money? Or can they pay directly to vendors?	_Have you done grant applications before? In which setting? (not for profit, campaign etc) Have you raised funds before? _Do you have a financial infrastructure (accounting assistant, business account, etc.)? _Do you need professional support to apply for funding?

Step 2: Implementation

Who and why?		What?	
When should you start fundraising?		Where should the money go? and why	Building connections with funders/ Networking
_When should you start applying for the funding process? _How difficult is the application process? Are you applying for the same type of funder (only ISPs, or also telcos, trade unions, etc.)? If so, why? _How can you diversify your funding sources?	How long will it take to receive the funds? Any conditions to fulfill in advance to get the funds or in exchange for the funds? How can you avoid capturing from a funder?	Which activity/event/institution is mostly funded in IG space? Why? What is the linkage between the activities and the funders? how can you approach them?	What are the best venues/events/approaches to build connections with funders? Which funders can help you access other funders/donors/sponsors?

Communication strategy

Questions provided to IGF-Academy teams

Communication Strategy for countries without an IGF initiative

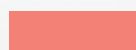| Objectives of the communication strategy	Challenges	Analysis of the communication environment						Evaluation criteria	
		Audience		Content	Channels	Activities		Measure	
Why are we coming up with a communication strategy	What challenges are we tackling?	What audience should be our target group?	What values are the audiences after	What content can you create that reflect the values?	What channels to use?	Which communication activities to do?	The characteristics of the person in charge of communication activities	How to measure your progress?	What are the operational measurements to evaluate your progress? (number of emails etc)

Roadmap

Template provided to IGF-Academy teams

Roadmap IGF – Country

	Objektives	2016						2017					
	The Vision	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
A	**Goals & Action Planing**	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
1	**Main goals**												
1.1													
1.2													
2	**Sub goal 1**												
2.1	Task 1												
2.2	Task 2												
3	**Sub goal 2**												
3.1	Sub Task												
3.2	Sub Task												
4	**Sub goal 3**												
4.1	Sub Task												
4.2	Sub Task												
B	**Communication Plan**												
1													
2													
3													
C	**Funding Plan**												
1													
2													
3													

Compleded   Projected

Results

Comparing the results of the SWOT-analysis performed by IGF-Academy fellows from the eight different countries, the following categories of entries regarding strengths, weaknesses, opportunities and threats can be identified:

_Network

_Knowledge and skills

_Infrastructure

_Funding/Financial Assets

_Awareness

_IG Structures already established

African trends

In our African countries, the stakeholder groups and parties involved in Internet governance are clearly identifiable. In the majority of countries represented at the IGF-Academy there are strong networks. They are built upon the personal capacity of key figures in the diverse organizations of the network. Establishing relations to government organizations seemed to be a problem for some teams at least at the beginning of the process. Some countries (e.g. Congo) might face challenges in reaching out to other organizations due to time constraints.

Knowledge about freedom of expression and Internet governance are available in Africa. However, a combination of both seems to be lacking. Some countries have freedom of expression knowledge while lacking knowledge about Internet governance and vice versa. Access (which here means access to local IG processes) can be hampered by the regulatory situation. For example, regulation on content can dissuade various stakeholder groups to participate in Internet governance processes as they may not be able to provide substantial input under those circumstances.

Infrastructure (meaning physical assets to organize an IGF) does not seem to be an important obstacle for national IG processes. While funding might not be accessible at the beginning of the creation of an IGF, receiving funding becomes easier once stakeholders relevant for the funders are visibly involved in Internet governance processes. Still, explaining the benefits of the multistakeholder-approach is regarded as a challenge by some teams.

Public awareness about the Internet and Internet related issues are considered important to foster Internet governance processes that can advance freedom of expression. The first step for such awareness is access to Internet. Internet usage in the African countries is still low; hence awareness remains still under a proportionally smaller number of users, few government departments and the incipient business sector.

Asian trends

Identification of stakeholder groups and of organizations therein seems not to be an issue in Asia. They are visible and well known in society and all involved organizations have good networks. However, a couple of countries have difficulties encouraging the technical community (which is usually also the business community) to participate in a more proactive manner. Internet governance structures in Asia exist in Sri Lanka and Bangladesh while Bhutan and Myanmar do not have any. Furthermore Bhutan finds having ICT regulation in process helpful for formulating an IGF-strategy.

Knowledge and expertise about Internet governance, its political added value and how to organize Internet governance processes is lacking. Moreover, the obstacles for access (or participation in the process) can be cultural due to the lack of content in the autochthonous languages (Myanmar, Sri Lanka). New laws regulating content are also seen as a destabilizing factor due to subsequent law uncertainty or hard restrictions. The regulations can affect the advancement of freedom of expression through Internet governance and participation in IG.

Generally speaking, Asia faces infrastructural and organizational issues. Almost all countries believe that lack of human resources dedicated to the endeavor full time is a problem. Most teams do not have adequate offices. Additionally, funding is problematic in Asia. None of the countries is positive about sourcing funding. The problems vary from lack of having independent funding to dealing with entities willing to sponsor (instead of funding) while posing commercial demands in exchange.

Awareness in Asia about Internet governance processes may be favored by user and economic growth in the ICT sector, especially among younger generations. This is an obvious trend, stated in all the Asian countries SWOT analysis.

Fundraising plans

Part of the fellows' strategic work has focused on identifying categories of possible funders, getting an overview about the nature of the possible funding and the timeframe for fundraising. To attract funders, the creation of an open and inclusive dialogue among the diverse stakeholder groups of a society has been chosen as the main reason given by few fellows. Some have used the framework document of the planned IGF as promotion material, as the document already outlines the key objectives of the event and explains why it is important for someone to come on board as funder.

Some interesting ideas are mentioned regarding venues to connect with possible funders. The Bangladesh-team plans

to arrange special fundraising events where government organization (such as the ICT Division and the Telecom Division) will meet with potential funders. Others (Bhutan) explicitly seek one-to-one appointments with potential funders. Still others (Congo) are planning just to send letters.

As a more general strategy, one team (Myanmar) proposed to start with getting international donors on board (including their regional representatives) considering the big attention Myanmar is getting from international foundations focused on capacity building and human rights. Fellows expect local funding would turn easier once potential funders see international organizations endorsing the initiative by providing financial support.

One important question is about the accounting body responsible in the administration of the money. The Bangladesh team- explicitly plans to establish the IGF initiative within the country as a legal entity, so that money can be transferred and disposed of directly. Others (Namibia) suggest a mixed strategy where partner organizations could receive funds and also are responsible for accounting.

Specifying how sponsors could make a difference rather seemed a difficult task. Most fellows are just planning to use donations instead of sponsorships in order to support the organization of the IGF event.

Communication strategies

The teams treated communications as a matter mostly for public (external) communications. One exception here is Sri Lanka, who explicitly put down measures for communication within the organizing team.

Concerning public communication, one concern voiced by all participants is a very low level of knowledge and limited awareness about Internet governance issues both in the general public and in narrowly defined audiences such as corresponding governmental organizations and civil society organizations (see e.g. Myanmar or Namibia). In some cases, there are difficulties to discuss openly issues regarding freedom of information because of the existing regulation (Myanmar).

As for the target audience of communication activities, the teams identified special interest groups from civil society and government as well as stakeholders from the business sector (including industry managers in IT/ICT/telecom) and the Tech and ICT research communities (Sri Lanka). Which of the mentioned groups should have more relevance is answered differently among the teams. Some fellows consider journalists covering ICT issues and NGOs dealing with civil rights issues as an audience with a rather low impact (Sri Lanka).

A wide range of topics was suggested concerning the content of communication activities. Some teams are planning to report on international best practices, especially outcomes and reports from the global IGF (Myanmar; Togo). Sri Lanka is opting for balanced interpretations and customizations of IG issues, publications explaining policy and regulation on contentious topics (like hate speech, cyber bullying and web censorship). In contrast to those more narrowly IG-related topics, South Africa gives priority to social issues such as poverty, unemployment, inequalities, broadcasting issues and freedom of expression. In a similar way, the Namibian team puts the issue of universal Internet access in the forefront – to further the "connection between individuals and communities across the globe" and to thus promote "the idea of ‚collective fortunes require collective solutions'".

Some interesting formats were mentioned to support the communication process – such as policy briefs (Bangladesh), civic participation activities such as dialogues on IG (Bangladesh) and round table discussions (Myanmar). Other ideas were awareness roadshow (South Africa); pre-IGF meetings with targeted stakeholders (South Africa) and polls and surveys (Sri Lanka).