

IGF Academy Transfer Guide: Sharing Learning and Experience from Year One





Why this guide?

The global dialogue on Internet governance and policy issues needs informed and diverse global voices and the support of leading experts. We are convinced Internet governance mechanisms, such as the open and inclusive multistakeholder model, offer many opportunities to set up sustainable processes to strengthen civil liberties. These are the reasons for the creation of the IGF Academy by the Berlin-based NGO iRights in partnership with the Association for Progressive Communication, an international nonprofit, and LIRNEasia, a regional think tank.

The IGF Academy, which was founded in March 2016, aims to foster freedom of expression on the Internet and inclusive and transparent national Internet governance and policy processes. It also contributes to a (cross)regional and United Nations global dialogue on freedom of expression and information, supporting IGF Academy fellows to proactively participate in the UN Internet Governance Forum (IGF).

At the moment, we at the IGF Academy are supporting fellows from four African countries (Congo-Brazzaville, Namibia, South Africa, Togo) and four Asian countries (Bangladesh, Bhutan, Myanmar, Sri Lanka) in the creation and/or consolidation of national Internet governance structures. Our goal is to include more fellows from other countries and regions.

This publication is what we call our *Transfer Guide*. It serves three different purposes.

First, it documents the work done by the IGF Academy team and the eight fellows in 2016. Together, we mapped those stakeholders involved (or who should be involved) in Internet governance in the eight countries. We did a SWOT analysis where the fellows examined their own strengths and weaknesses, and the threats posed and opportunities offered by the societies and communities with whom they want to engage. We developed communication and funding strategies. We then combined all of these elements into a roadmap to clearly depict the objectives, activities planned, milestones and outcomes we had defined. This publication presents this process, and the results, together with key learnings from the three IGF Academy partners.

Secondly, the *Transfer Guide* is an iterative document in that the fellows will continue to work on or adapt various aspects of the process, such as creating more detailed funding and communication strategies or mapping a changing stakeholder environment. As such, the *Transfer Guide* shows past as well as future tasks and also serves as a reminder of actions to review.

Thirdly, this publication aims to transfer knowledge and experience so that others can benefit from the results of this process – hence the complete title: *IGF Academy Transfer Guide: Sharing Learning and Experience from Year One.*We believe the value of knowledge increases when it is shared. The more people make use of IGF Academy's experiences, the more significant they become.

To help you use this guide, we not only present the results from the different countries but also tutorials on how to use the tools and methods we utilized, which were: SWOT analysis, stakeholder mapping, funding and communications strategies and a roadmap.

We sincerely hope this guide is a meaningful and practical contribution to the field of Internet governance. Please let us know how you use it, what you find most helpful and what you think we can do better. Also let us know if you find any errors or mistakes so we have a chance to correct them. You can share your thoughts with us at office@igf. academy.

Last but not least: Without the generous support of the German Ministry for Economic Cooperation and Development (BMZ), IGF Academy wouldn't exist. We are indebted to BMZ's team of Division 116, especially Astrid Kaiser, who trusted us with the idea that strengthening national Internet governance structures can foster freedom of expression and access to information. We would also like to extend our gratitude to the Center of International Media Assistance (CIMA) of the US National Endowment of Democracy and to the Internet Corporation for Assigned Names and Numbers (ICANN) for their encouragement and support.

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Introduction to the IGF Academy Toolkit

The manual *IGF Academy Transfer Guide* brings together the experiences of IGF Academy fellows in creating Internet governance structures in their countries. In the section, "IGF Academy Toolkit", we outline the methods they used. In the section, "Experiences with Regional Workshops", we show how the fellows tailored these methods to the specific task of establishing a national Internet Governance Forum (IGF). This section also documents the challenges IGF Academy fellows are facing in their countries and the strategies they have developed to deal with these issues.

The "IGF Academy Toolkit" is designed so it can be used for a variety of purposes aside from setting up a local IGF. Most of the methods discussed in the manual are commonly used by organizations to define goals or develop strategies. Roadmaps, for instance, are a suitable instrument for supporting product development, advocacy campaigns or other long-term tasks. Stakeholder mapping is an approach often used by organizations to manage their external affairs. The aim of this manual is to show how the methods included here can be applied for purposes such as community organizing and project management in non-governmental organizations or similar environments.

The IGF Academy fellows started the process of establishing a local IGF by conducting a SWOT analysis to identify strengths, weaknesses, opportunities and threats in their countries. However, the situation in a specific country sometimes changed during the subsequent process requiring alterations to the SWOT analysis. Also, working on other elements, such as the communication strategy or the fundraising plan, also raised aspects not identified in the initial SWOT analysis. As such, it helps to view these different methods or elements as pieces of a puzzle, which should be analyzed simultaneously, rather than as independent steps, which can be put aside once completed.

If you are facing a task similar to that of building a national IGF initiative, consider consulting the critical thinking questions on SWOT analysis collected in the "Experiences" section.

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We are always looking to improve the toolkit and would love to hear from you. Share your experiences and thoughts with us or point out incorrect or missing information by emailing us at: office@igf.academy.





SWOT analysis

SWOT analysis is a well-established tool for strategy development in organizations. It's often used at the first stage of planning as it helps focus on key issues. The basic aim of SWOT, an acronym for strengths, weaknesses, opportunities and threats, is to maximize strengths and opportunities and to minimize weaknesses and threats by choosing an optimal combination of actions.

SWOT is often used by the private sector seeking to optimize their market positions. In our case, we used SWOT to brainstorm and analyze, in a structured way, the socioeconomic and political momentum in specific countries with regards to digitization. In countries with a local IGF or a similar platform, we used SWOT to analyze the initiatives. In countries without an existing IGF, we analyzed the situation for the creation of an IGF. This was an iterative process with the goal of having a deeper understanding of a country's capabilities and assets and greater deliberation about the situation in that country: What can be changed or enhanced? What has to be accepted as a given parameter because it can't be changed?

We recommend reviewing your SWOT analysis after working on the communication and funding strategies.

Note: Local IGF initiatives are driven by organizations as well as individuals such as journalists and freedom of expression advocates. For convenience, in the following section we refer to "organizations"; the SWOT analysis is equally applicable to individuals, however.

Critical questions

The starting point of every SWOT analysis is to collect information about your organization's strengths and weaknesses and the opportunities and threats arising from the organization's environment. Strengths and weaknesses are considered internal factors in that your organization has control over these elements. Opportunities and threats are considered external factors because they are beyond your organization's control.

Here's how to use SWOT for IGF projects.



Strengths

Strengths describe the positive attributes, both tangible and intangible, of your organization and your organization's network.

- _ What positive attributes does your organization have to facilitate the implementation of Internet governance (IG) processes?
- _ What does your organization do well? Consider the positive attributes of individuals, such as knowledge, background, education, credentials, network, reputation and skills, as well as attributes such as financial assets, material infrastructure and human resources.
- _Does your organization have experience in establishing organizations advancing multistakeholder Internet governance and/or freedom of expression and thus have an established network and resources to create synergies?



Weaknesses

This section might not be your favorite. However, knowing about the weaknesses of your organization is vital information and you need to truthfully assess the weaknesses for the analysis to be effective. Weaknesses are internal aspects that may place your organization a disadvantage when trying to achieve goals. You need to enhance these areas; they are within your control!

- _What are the negative attributes in your organization's environment that can weaken the implementation of IG processes?
- _In which areas does your organization struggle?
- _Is there something specific stopping your organization from performing at its best?



Opportunities

Opportunities are factors that can contribute to your growing success. These factors are typically outside of your organization's control, which is why they are considered external factors.

- _What economic, cultural and political aspects of your environment can bring about an opportunity for the implementation of IG processes?
- _How is the information and communication technology (ICT) market changing? What new trends could your institution or network take advantage of?
- _ Does any sector in your country pay attention to and contribute to IG processes and online freedom of expression? Are there any regulatory shifts that could lead to a positive change?





Threats include external factors beyond your control that could place your strategy, or your institution itself, at risk. Your organization has no control over these threats but it may benefit by having plans in place to address them should they occur.

- What economic, cultural and political aspects of the environment may threaten the implementation of IG processes?
- _ How is the market changing? What new trends could harm your institution or your network?
- _Are political shifts a cause for concern?

Analysis: Pull it together!

Now it's time to consider strategies informed by the information you have collected about your strengths, weaknesses, opportunities and threats. To help you do this, transfer the elements from each of the four categories into a diagram such as that shown on this page.

Then:

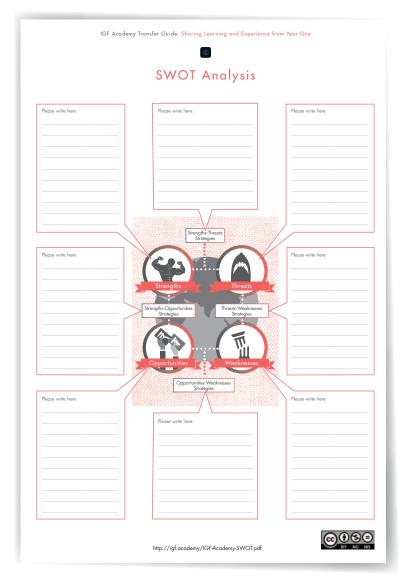
- Look at the strengths you have identified and come up with ways to use those strengths to maximize the opportunities (these are strength-opportunity strategies).
- Next, look at how these same strengths can be used to minimize the threats you have identified (these are strength-threats strategies).
- Continuing this process, use the opportunities you have identified to develop strategies that will minimize your weaknesses (weakness-opportunity strategies).
- Alternatively, develop strategies to avoid threats (weakness-threats strategies).

Diagram supporting the SWOT analysis A template can be downloaded from http://igf.academy/IGF-Academy-SWOT.pdf If new strengths, weaknesses, opportunities or threats come to mind when you contemplate strategies for combining these elements, add them to the map! Keep your SWOT map in clear sight as you work through the subsequent stages of the process. That way you can add new elements as they occur to you.

Note: Traditionally, a SWOT analysis is performed with the help of a 2x2 table with Strengths and Weakness along the top and Opportunities and Threats down the side. The resulting four fields describe:

- _strengths / opportunities
- _strengths / threats
- weaknesses / opportunities
- _weaknesses / threats

We chose a different form of representation to enable you to see the strengths, weaknesses, opportunities and threats, together with the resulting merger strategies, in one diagram.





Stakeholder mapping

Stakeholder mapping is a technique used to identify and analyze those groups and persons who have vested interests in certain issues, in this case the IGF. The aim of stakeholder mapping is to develop a strategic view of the institutional landscape and the persons involved in the issue, as well as understand the relationships between the various stakeholders and the issues they care about most.

The results of the stakeholder mapping process are central to the fundraising plan and the communication strategy. In particular, stakeholder mapping helps identify

- _ the interests of those stakeholders who may affect IGF issues or be affected by IGF issues;
- _potential problems that could disrupt setting up an IGF;
- _key people to address (including underrepresented stakeholder groups); and
- groups who should be encouraged to participate at different stages of the project.

The three steps of stakeholder mapping are *identification*, analysis and mapping.

1. Identification of stakeholders

Anybody who can influence decisions on IGF policy issues or who is affected by these issues should be viewed as a stakeholder. Traditional stakeholder groups include

- government: departments for telecommunication or media policy, ministries in charge of security, privacy issues, speech and media regulation, education, finance, demographics;
- _civil society;
- _the media: media industry and journalists' associations, individual media outlets;
- _academia: sociology, communication sciences, philosophy, computer sciences, law;
- _ private sector: Internet service providers, telecommunication companies, software and hardware companies, firms using digital tools; and
- _technical community: norm-setting institutions, industry representatives.

In some countries, stakeholder groups such as parliamentarians, youth or international organizations could also be considered – it really depends on the culture and sociopolitical situation as to who you identify as a stakeholder.

Further stakeholders may include

- _trusts and foundations operating in the fields of Internet governance, human rights or democracy; or
- _individuals who (for whatever reason) you feel can make a relevant contribution.

Here are some hints to more effective stakeholder mapping.

- Learn from past and ongoing projects both within your country and in neighboring nations and find out which stakeholders were/are involved.
- Be forward thinking and consider potential stakeholders from new policy fields and markets.
- Consider diversity and include stakeholders from a variety of sectors. Use social media to identify potential stakeholders.
- _Be aware of the need to make all voices heard, not just the loud ones.

Once you have identified institutional stakeholders, you should try to identify individuals within these institutions who can assist your project.

2. Analysis of stakeholders

The next step is to divide the stakeholders into different groups and analyze their priority. For our purposes, the following are the most important criteria for doing this.

1. Degree of concern (interest)

To what degree is a specific stakeholder concerned about IGF policy issues? In order to answer this question, consider the following:

- _What is the ability of the stakeholder to support or block policy measures?
- _How could the stakeholder contribute to IGF policy?
- _What knowledge or expertise does the stakeholder have?
- _What is the position of the stakeholder in the community network? Are they a central player or do they occupy a peripheral position? Draw a network graph!

The network graph on page 11 has been drawn using Cmap software for concept mapping. Cmap can be downloaded for free here http://cmap.ihmc.us/.

Then aggregate all of this information. Ask yourself if the stakeholder is

- highly concerned (4);
- _somewhat concerned (3);
- _slightly concerned (2); or
- _not concerned at all (1)?



How probable is it that the stakeholder will engage in the IGF process? In order to answer this question, consider the following:

- _ What resources can the stakeholder feed into the process?
- _What is the stakeholder's interest in the process and their willingness to engage?
- What means (other than their own resources) does the stakeholder have to either support or block the process?

Aggregate this information. Ask yourself if the stakeholder has a

- _high potential to engage (4);
- _some potential to engage (3);
- _low potential to engage (2); or
- _no potential to engage (1)?

3. Mapping stakeholders

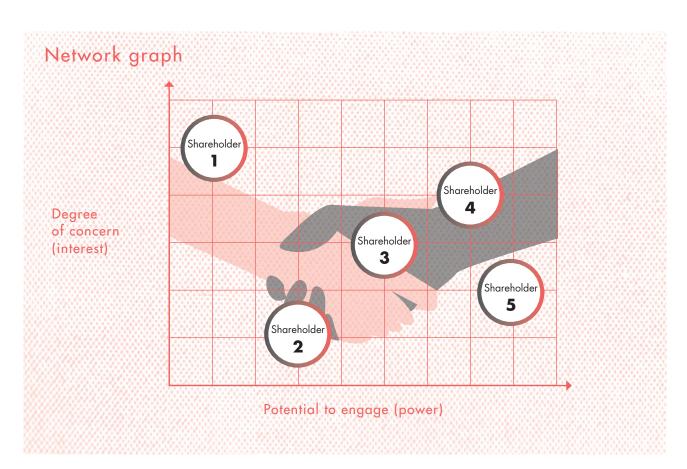
This is where you transfer the results of the analysis onto a graph. The two axes of the graph are: degree of concern, and potential to engage. Place individual stakeholders on the graph according to the score you assigned them in the analysis step. Refine individual scores if you need to directly compare individual stakeholders or differentiate between them.

The resulting graph displays a field of stakeholders, which can be used for further analysis. Strategies for the different areas of the field are discussed in the section "Communication Strategy".

Note: The field is usually divided into four boxes: low concern/high potential to engage; low concern/low potential to engage; high concern/high potential to engage; and high concern/low potential to engage. Each of the four boxes has a recommended action as below.

- _high concern / low potential to engage = keep informed
- $_low\ concern\ /\ low\ potential\ to\ engage=monitor\ (minimum\ effort)$
- _high concern / high potential to engage = manage closely
- _low concern / high potential to engage = keep satisfied

We decided to deviate from this approach for several reasons. First, our goal of engaging the public is quite different from the traditional goals of companies for which stakeholder mapping is normally designed. "Keep satisfied" might well be a suitable response for groups identified by firms as "low concern/high potential to engage". When the goal is public engagement, however, groups that are not very concerned but have high potential to engage should be encouraged to engage and supported by capacity building instead of just being "kept satisfied"! We also don't believe there are clear-cut solutions to the problem of deciding which strategy best achieves specific objectives, such as developing a communication strategy. Therefore, we want to avoid suggesting that universally applicable rules or recipes exist.





Fundraising

1. Creating a case statement

A convincing case statement is at the heart of all good fundraising. Ideally, the case statement is a powerful and engaging argument as to why a donor should support your work. The case statement should explain

- _what need you will satisfy;
- _how the IGF process can help satisfy this need;
- _what your budget is and details of financial support or in-kind donations you wish to receive; and
- _what difference a successful local IGF could make?

Most importantly: All this needs to be explained in a simple way that is memorable and emotionally engaging.

What need will you satisfy?

Digital technologies are - or will be - transforming all aspects of society. A peculiarity of digitization is that it includes, and intersects with, all aspects of society, from government and the private sector to collectives and individuals. Governments regulate the Internet by creating laws to structure Internet access, uses and practices. The commercial sector and technical communities also partly determine the shape of the Internet by contributing to the development of standards and technologies, and creating new services and ways to communicate, share and exchange knowledge and do business. Individual users determine the success or failure of these services and reshape or repurpose them for their own cultural and social contexts. Therefore, any discussion about the evolution of digitization absolutely has to include all these stakeholder groups at the table.

In recognition of this, the United Nations developed a new approach to address digitization at an international level which involves all stakeholders in order to achieve a better understanding of all interests, risks, opportunities and constraints. Few regional and national communities have replicated this approach, however, and the majority of countries lack national Internet governance processes focusing on national needs and contexts and connecting all stakeholder groups.

How can the IGF process help solve the problem?

You first need to identify the main political issues with a digital dimension in your local context and also determine which stakeholders are both concerned and engaged.

Your local IGF should provide a platform for all stakeholder groups to exchange knowledge and views. Additionally, it should embed the issues nationally as well as within a greater regional context. Different sectors can use the outcome of a local IGF in different ways.

- _Governments can use it as an orientation when drafting or amending regulation.
- _The private sector can use it as a basis for self-regulatory measures and to better understand the needs and concerns of their users
- Civil society can use it as an opportunity to address the issues and needs of their constituencies and to develop a better understanding of the constraints of other stakeholder groups.

What is your budget?

Map the interests of the different local actors and approach those communities with a capacity to make financial or inkind donations (e.g., voluntary work, venue, technology).

It is important to remember that setting up a local IGF amounts to much more than hosting an annual national event. It involves the creation of a process of dialogue and discussion, which culminates in a conference-style event. Because of this, apart from the financial requirements of hosting the event, your budget must cover the continued effort of maintaining this dialogue, organizing logistics for the year leading up to the event, providing digital infrastructure and so on. Each country can shape this process according to the local particularities as long as the process fulfills the rules of transparency.

Bear all of this in mind when drafting the different aspects of the budget.

What difference will a local IGF make?

Setting up a local IGF means establishing a continuous process at a national level. A local IGF is an independent platform allowing all stakeholder groups to exchange, discuss and network on equal footing. If the local IGF is integrated within regional and international United Nations processes, it also provides stakeholders with the opportunity to have national concerns and interests heard at regional and global levels. In addition, it gives stakeholders the chance to understand how regional and global issues are affecting their country. There are no other forums or platforms offering opportunities like this.



Ideally, your fundraising team should bring together a mix of professionals with different skills and levels of expertise. Roles within the team will vary from generalized to more specific. Make sure that all team members are briefed on the entire breadth of the campaign. If necessary, try to get professional support.

Fundraising tasks can include

- _conducting initial research (e.g., profiles of entities);
- _crafting fundraising messaging and materials;
- _contacting possible funders;
- running periodic fundraising reports (including accounting); and
- _delivering the all-important thank-you message.

3. Exploring potential funders

Each potential funder has distinct characteristics. Contacting them requires diverse communication approaches and perhaps different levels of resources. You have to decide which options make most sense for you and match your ambition to the available resources and to the expected return. Here are some questions to consider asking yourself.

- _ Does your timeline meet the requirements of your prospective funder? (Is there an application deadline, which you might have to consider? How long will it take to receive the funds?)
- _How difficult is the application process?
- _How can you diversify your funding sources?

Some obvious funding candidates are

- _trusts and foundations;
- _companies;
- _individual persons; and
- _local organizations (such as churches, schools and groups).

Asking the following questions can also help identify further funders.

- _From whom do you or IGF Initiatives usually receive funding?
- _Which companies or institutions are specifically interested in reaching out to civil society and government and therefore might be interested in sponsorship (even if they don't know about Internet governance).
- _ Which organizations should be (but aren't) funding you? What are the reasons for this? How can you overcome these constraints?

Don't forget to also check the results of your stakeholder mapping for potential funders!

4. Getting started

Once you have a list of possible funders, take the time to create groups of donors. Refine your fundraising message for each group! Shape your needs and match them to donor interests. For example, if you are planning to win individuals within your local community, you will need to explain what their \$20 will do and what difference it will make.

Start with close contacts and see how they can help to reach other potential donors. Ask yourself: What are the best approaches to build connections with funders? Which funders can help you access other funders? Also, take advantage of peer-to-peer fundraising power by making your campaign highly shareable on social networks. (Consider where your supporters get and share information about your cause?) The more tailored and personal your donor message is, the greater your chance of success. Keep in mind that different funders require different levels of effort. Trusts and foundations typically require extensive written proposals whereas corporations may require you to pitch your proposal.

As a general strategy, don't see yourself as competing with other organizations for funding. Instead, develop ways to leverage the competition. You could consider writing guest content for coalition or association newsletters or blogs, for instance.

Keep track of what you have invested and what you have achieved. Without measurable outcomes, you won't have a clear understanding about what worked and which efforts paid off. Keep in mind the goals you set in your case statement; no matter how much money you raise, the goals you have set (and achieve) will determine whether or not your plan is a success!

Finally, don't forget to thank your donors. Continue to involve them in the IGF project and report back on the difference their contributions have made.





Communication strategy

1. Building momentum

Communication is about more than just inviting people to an IGF meeting. It's about setting up a continuous dialogue throughout the process from the initial idea to the final event and subsequent actions. Part of the communication process is not only about involving communities and actors who are already engaged but also reaching out to absent collectives from all stakeholder groups. It also involves assigning people roles for the different stages of the process. Here are some of the most important positions you will need to fill.

- Coordinator or executive committee: This position plans and executes (or supervises) the stakeholder mapping, fundraising planing and the development of the communication strategy, as well as briefing the convener, the facilitator and others involved in the process. The coordinator needs special legitimation as the figure plays a crucial role in the implementation processes. There are various procedural and structural models for the appointment of a coordinator or a committee. For example, having representatives of all stakeholder groups on a committee, or a coordinator supervised by a multistakeholder board, are structures which can achieve stakeholder balance and mutual oversight.
- Convener: The position should be filled by someone viewed as neutral and fair by all parties and who can communicate with stakeholders in a confident manner. Because the convener plays a crucial role in initiating and motivating the process, the figure should have some standing in a stakeholder organization and know the "movers and shakers" relevant to the issue.
- Members of the stakeholder conference: These are the stakeholders who will participate and discuss issues with a digital dimension at the IGF meeting.
- _Facilitator or community manager: Tasks include the preparation of meeting agendas and background materials, taking notes during meetings and overall management of group deliberations. The facilitator is responsible for keeping participants focused, proactive and constructive and ensuring that the process doesn't go off track. They must therefore be acceptable to all stakeholders.
- Rapporteur: This person reports on the proceedings of meetings, which requires being able to follow a conversation and translate and synthesize what is being said into simple words and phrases.

Initially, the establishment of an IGF requires both a project manager and a convener (although both roles can be performed by one and the same person). The project manager's role is to analyze the various stakeholder groups and plan how to communicate with these groups. In our case, the project manager (or the project management team) should have expertise in the fields of Internet governance and freedom of expression. The convener's task is to invite and involve those stakeholders identified as absent from the dialogue, which is where having local contacts comes in handy.

2. Identifying the target audience

The result of your stakeholder mapping is a excellent starting point for identifying people and groups to address, and planning when to involve them. It's a good idea to first approach those collectives or actors who are highly concerned by Internet governance issues and are also highly influential and have a higher potential to engage. There is the danger that such "high concern/high potential to engage" groups may end up dominating the process, however, so it's important to have a procedure in place to ensure all voices are able to equally participate and formulate their interests.

- Highly concerned communities with a poor potential to engage may need assistance in the form of preliminary capacity building or support with other types of resources. If onsite participation isn't possible, consider alternatives, such as allowing community members to participate remotely or submit a position in advance. Communication strategies should address the reasons why certain actors can't engage. For example, if a particular group aren't engaging because they have limited possibilities to influence and change power structures, a suitable strategy would be to ensure they are given this opportunity on the IGF platform. Setting up an IGF is already part of the solution as it gives underrepresented communities a chance to reach a critical mass and be heard.
- _Some highly concerned communities with a low potential to engage in the IGF process might otherwise be in a position to block the project. You should also consider a strategy to deal with this.
- _Actors or groups with a high potential to engage but a lesser degree of concern may wish to participate anyway. Your communication strategy should take this into account.



3. Inviting stakeholders

Once you have identified the different stakeholder groups and assigned roles for the first steps of the process, it is time to start reaching out. To do this you should

- _create a prioritized list of people and organizations to contact;
- _ write a short description of the persons and organizations on the list, including which communication channels to use and what issues to raise when entering the conversation;
- write a mission statement explaining what exactly an IGF is, why this is of concern to the stakeholders and how they can get involved in the process (Consider including a FAQ together with the mission statement.);
- _ prepare a briefing for those people you wish to contact to deal with questions that may arise in conversation ("Why should I participate at the IGF? It's a waste of time..."):
- _include both the coordinator's and the community manager's names;
- define the various communication channels and communication activities, such as email, mail and telephone lists, websites and social media and press activities (Keep in mind that different groups require different messages and potentially different channels of communication for example, you may use social media to reach youth and other channels to reach older stakeholders.); and
- _keep track of, and measure, achievements so far.

4. Planning and conducting the meeting

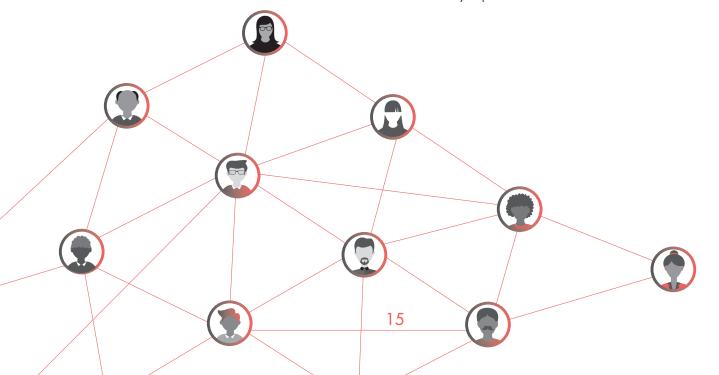
Between issuing invitations and conducting the actual IGF meeting, you also need to plan other actions, such as preparing an agenda and ground rules for the IGF process, informing the press and regularly reaching out to stakeholders.

If you want the international Internet Governance Forum to recognize your IGF initiative and list it on its website, you need to follow the United Nations' rules for IGF initiatives. These state an initiative should be noncommercial, open and multistakeholder. To achieve this, the convener needs to lead a series of preparatory meetings, workshops and consultations or conversations that are open to, and proactively involve, all stakeholder groups. If necessary, results of these conversations should be summarized and discussed again with participants, either offline and/or online. It might also be useful to hold meetings in smaller groups.

For more information about the rules and activities of IGF initiatives, refer to www.intgovforum.org.

Before holding the first multistakeholder meeting, the facilitator needs to be extensively briefed on the multistakeholder process and the open nature of the meeting, and be aware that any Internet governance stakeholder group can participate and speak at the event. The facilitator should also realize the importance of ensuring all voices are heard and know the rules and procedures of the meeting itself. It is advisable to draft a meeting protocol beforehand.

If you are interested in learning more about how to plan and to conduct events such as multistakeholder conferences, we recommend reading the paper *Multistakeholder Dialogue* at the Global Scale (http://web.mit.edu/publicdisputes/practice/mtstkhld.pdf), which neatly describes all the necessary steps.



Project roadmap

What is a roadmap?

Basically, a roadmap is a simple visual overview of a project schedule. It typically includes

- _a timeline to show when things will happen;
- _ milestones of key actions and tasks; and
- _ the allocation of time and resources of team members involved at diverse stages of the project.

Why a roadmap?

A roadmap is a valuable project management tool for several reasons. For one, it is an excellent way to communicate details of project plans to team members, stakeholders and donors. Apart from this, a roadmap is useful for supporting internal planning processes and monitoring the project as it progresses. With the help of a roadmap, even a complex and lengthy project can be structured and divided into separate steps, thus becoming easier to manage.

How do I draw up a roadmap?

A roadmap that only consists of a timeline and milestones may just require a simple timeline, a fishbone diagram (Ishikawa) or a process flowchart to depict it visually. More usually, however, a roadmap is displayed using a Gantt chart (see an example on page 17). Gantt charts can be created using spreadsheet software such as Excel or the free software OpenOffice. Many mindmapping tools also allow you to create roadmap diagrams.

A Gantt chart should include

- _a main vision or overall goal;
- _ specific project tasks or actions (In this manual, we list relevant actions in the sections on communication strategy and fundraising plan. Further actions may also follow from the results of the SWOT analysis.);
- _the person, team or party responsible for each individual task; and
- _the timeframe for each specific task or action.

Further (optional) elements include

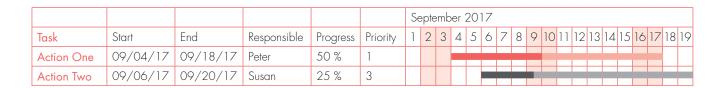
- _milestones (or deliverables) which structure the overall process (Milestones can also be used to indicate what it takes for an action to be successfully completed.);
- _ priority of individual tasks (the importance of an individual action to the whole project); and
- resource allocation for individual tasks and actions.

If the roadmap will be used to monitor the project's ongoing progress, the Gantt chart should also include markers which document progress within diverse sub-projects.

In addition, if the roadmap is going to be used to communicate with the project group, stakeholders or possible donors, it should carry a short introductory text clearly pointing out how the actions in the roadmap relate to the project's objective or overall aim. You should also explain the relevance (priority) of single steps.

As for the milestones, it can be useful to add information about factors which may affect whether or not milestones can be successfully accomplished. Including criteria for evaluating milestones or deliverables can also be helpful.



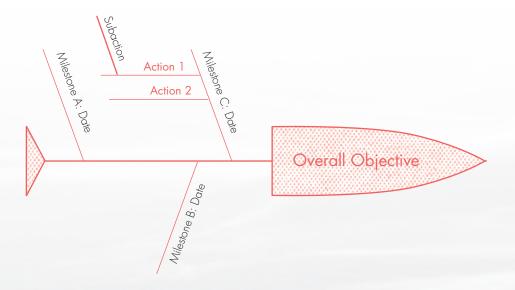


Gantt chart: Actions are assigned to individual team members (e.g., Peter, Susan) and given a beginning and end date.

As the project proceeds, the status of an individual action is adapted accordingly (e.g., 25 percent complete, 50 percent complete).

Optionally, you can assign each action a priority.

Simple roadmap: Fishbone diagram showing milestones and subsequent actions



Note: In software development, which requires much testing and debugging, so-called agile methods are often used for planning. Agile methods minimize up-front planning by breaking the work into small incremental, iterative steps and adapting delivery times

according to insights gained during the project. Although this method has become a popular alternative to traditional project management, it's ill-suited to organizing an event such as a local IGF where objectives and time frames are precisely defined.





Introduction to Experiences with Regional Workshops



In mid-2016, the IGF Academy kicked off with two regional workshops, one in Johannesburg, South Africa, and the other in Colombo, Sri Lanka. At both workshops, four teams, consisting of two fellows each, met for the first time. For nearly a week, fellows at both workshops discussed the ICT economy as well as the regulatory landscape and the cultural perceptions of technology in their respective countries. They also discussed their work in relation to ICT or human rights issues. The main goals of the workshops were to initiate a series of exchanges to consider and discuss strategies to create or enhance Internet governance structures in their own countries.

During the second half of 2016, the IGF Academy fellows performed a more formal analysis of the situation in their countries. Starting with a SWOT analysis to gain an overview of their local Internet governance structures, they then undertook a stakeholder mapping to identify communities left outside political discourses with a digital dimension, groups using the governance structure to magnify their presence and institutions with high multiplying effects, etc. With the help of a communication strategy, they addressed the different communicative expectations and needs of the targeted actors and reflected on diverse formats they could use to reach out and to build capacity and thus expand open and inclusive engagement.

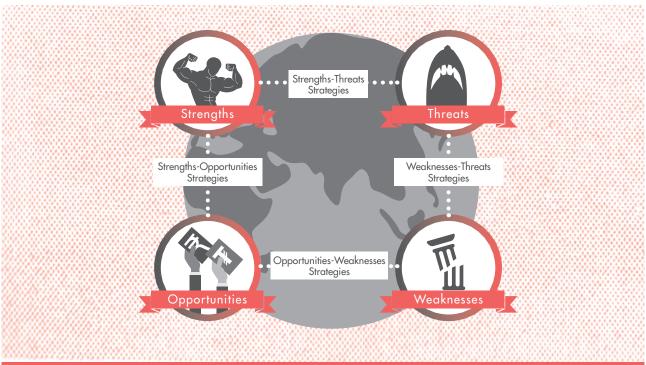
They then put together a fundraising plan to gain an overview of potential funders and types of funding (monetary, in-kind). The fundraising plan also focused on reasons for donor engagement.

All of these strategical elements resulted in a roadmap, which visualizes the prioritized goals and tasks to either establish a national Internet Governance Forum (IGF) or enhance an already existing national IGF. The following pages document the first stages of the development of these strategies. During the drafting of the strategies, the political and economic situation of some countries changed slightly, some government actors altered their position and new regulatory initiatives reframed the ICT context (partly thanks to some of the activities of the fellows). Hence, the strategies need to be seen as an iterative exercise in need of continuous tuning.



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 or your organization or network. They are within your control.

Starter questions:

- _ What are the positive attributes in your environment that can facilitate 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 (or 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 experiences 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 or resources do you have in your institution or 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 your institution's work and co-workers?



Workflow:

- _ What kind of processes do you have in place that make your work or institution efficient?
- _What kind of working culture has your institution or network created?

Reputation:

- _ How does your clientele or community view your institution or network?
- _How did you achieve your reputation?

Growth potential:

- _What plans do you have for growth?
- _What makes you 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 hest?

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 is the condition of your office and equipment?

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 and performance of your institution or network? If so, are they effective?

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 aspects of your environment can bring about opportunities for 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 initiative?

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?
- Are processes of public participation similar to Internet governance processes popular in your country?

Government regulations:

_Are there any shifts in regulations that could lead to a positive change?



- Are there positive changes happening within any of your outside relationships?
- _Are other stakeholders changing or expanding?
- Has your network or 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?
- _ls your audience expanding? If so, how can you use this to your advantage?



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:

- _ls the economy in your area in a recession?
- _ Will the economy negatively impact the ability of all stakeholders to work or cooperate with the other stakeholders?
- Are economic shifts happening that impact your target audience?
- _ What economic, cultural and political aspects of your environment may threaten the implementation of IG processes?

ICT trends:

- _How is the market changing?
- What new trends could hurt your institution or network?

Funding changes:

- _Do you expect a decrease in grant funding or donations this year?
- _ Will funding changes hurt your institution or network? If so, how?

Political support:

- Do you anticipate a shift in political support this year?
- _Is there reason to be concerned about 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?
- _ls your audience changing in a way that you can't accommodate?



Roadmap

Template provided to IGF Academy teams

Roadmap IGF - Country

	Objectives			20	16		2017													
	The Vision	July	Aug	Sept	ept Oct		Dec	Jan	Feb	Mar	April	May	June							
Α	Goals & Action Planning	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June							
1	Main goals																			
1.1																				
1.2																				
2	Subgoal 1																			
2.1	Task 1																			
2.2	Task 2																			
3	Subgoal 2																			
3.1	Subtask																			
3.2	Subtask																			
4	Subgoal 3																			
4.1	Subtask																			
4.2	Subtask																			
В	Communication Plan																			
1																				
2																				
3																				
С	Funding Plan																			
1																				
2																				
3																				
	Completed		F	Projected																



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 26), because they typically include names and addresses 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 do 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 you (even if they don't know about IG). Which organizations should be (but aren't) funding you? What are the reasons for this?	 How can you overcome these constraints? 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 the money to you? Or can they pay vendors directly? 	 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 fun	draising?	Where should the money	Building connections with						
		go? And why?	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 telecommunication companies, trade unions, etc.)? If so, why? How can you diversify your funding sources?	 How long will it take to receive the funds? Are there any conditions to fulfil in advance to get the funds or in exchange for the funds? How can you avoid that the process is captured by funders, e.g., by imposing their positions or suppressing those they do not approve of? 	Which activity, event or institution is mostly funded in IG space? Why? What is the linkage between the activities and the funders? How can you address them?	_ What are the best venues, events and approaches to build connections with funders? Which funders can help you access other funders, donors or sponsors?						



Communication strategy

Questions provided to IGF Academy teams

Communication strategy for countries without an IGF initiative

of the communication strategy Why are we coming up with a communication strategy?	Chal- lenges	Evaluation criteria							
		Audience		Content	Channels	Activities	;	Measure	
coming up with a com- munication	What chal- lenges are we tack- ling?	Which audience should be our target group?	What values are the audiences after?	What content can you create that reflects the values?	Which channels to use?	Which communication activities to do?	The character-istics of the person in charge of communication activities	How to measure your progress?	What are the opera- tional meas- urements to evalu- ate your progress? (number of emails etc.)



Results

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

- Network
- _Knowledge and skills
- Infrastructure
- _Funding or 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-Brazzaville) 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 of 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 the 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 culturally be due to the lack of content in local languages (Myanmar, Sri Lanka). New laws regulating content are also seen as a destabilizing factor due to subsequent law uncertainty or strict 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 a 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 users and economic growth in the ICT sector, especially among younger generations. This is an obvious trend, stated in all of the Asian countries' SWOT analyses.

Fundraising plans

Part of the fellows' strategic work has focused on identifying categories of potential funders, gaining an overview of 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 promotional 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 ways of connecting with possible funders. The team from Bangladesh plans to arrange special fundraising events where government organizations (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-Brazzaville) 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 attention Myanmar is getting from international foundations focused on capacity building and human rights. Fellows expect local funding would become easier once potential funders see international organizations endorsing the initiative by providing financial support.

One important question is related to the administrative body responsible for accounting. The team from Bangladesh 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 seemed to be a difficult task. Most fellows are just planning to use donations instead of sponsorships in order to support the organization carrying out the IGF event.

Communication strategies

The teams treated communications as an external matter mostly for public communications. One exception here is Sri Lanka, whose team explicitly included measures for communication within the organizing team.

With regard to public communication, main concerns 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 discussing issues regarding freedom of information openly because of existing regulations (Myanmar).

As for the target audience of communication activities, the teams identified special interest groups from civil society and the 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 these groups is more relevant, however, differed 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, cyberbullying 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 at 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 an awareness roadshow (South Africa), pre-IGF meetings with targeted stakeholders (South Africa) as well as polls and surveys (Sri Lanka).



Countries

Togo

Togo already has a national IGF. However, the event is rather small. Awareness of Internet governance (IG) issues in the country is low and is not actively supported by the government. The strategy pursued by the IGF Academy fellows is to include media-savvy bloggers keen on mobilizing the younger generation for the organizing team. Young citizens are the most aware of IG issues, since they are the main users of new technologies. Campaigning with the help of both traditional media (television, radio) and digital media will help demonstrate the relevance and added value of the national IGF. The aim of the campaign is to get more stakeholders on board in the IGF process.

SWOT analysis

- The environment is favorable for an IGF because there is an existing initiative.
- Expertise, permanent financial and logistical support from sponsors, local and international network, and reputation
- Established organizations that advance multistakeholderism and Internet governance
- _Tax exemption on ICT products (June)
- New law to give open access to public information and online content
- _More people are getting involved in the IG process in term of training and expertise.



- No participation by government, politicians or telecommunication companies
- Knowledge of the IGF process is limited to a few members of the technical community in Lomé (ISOC Togo Chapter).
- _No materials in French
- Lack of commitment of MPs and political parties in the entire process of IG
- The government tries to control all the nations' domains and their contents.

Fundraising plan



Who are the funders?

- _Internet Society (ISOC)
- _Internet Governance Forum Support Association (IGFSA)
- _Local telecommunications companies (Moov, Togocel, Togo Telecom)
- _Internet Service Providers (Café Informatique, ART&P)
- _ Private institutions (Ecobank, Tic Togo)
- _ Academia (Defitech, Institut Africain d'Administration et d'Etudes Commerciales, Université de Lomé)



What are the best means to establish connections with them?

_IGF meetings, ICANN and ISOC meetings and similar events.



What kind of funding do you require?

- Cash
- _Technical assistance (Internet connectivity, sound system, digital support, panelists etc.)
- Logistics (hotel, conference room)
- _Food and drinks



Will you be able to make use of skills and prior experiences?

- _ We have done fundraising for the 2016 IGF and the past IGF.
- _We have a financial commission for the IGF.
- _ We need assistance to attract more international partners and donors.



When will you start fundraising?

_ We will apply three months before the IGF (with a monthly follow-up).



Where should the money go?

Communication strategy



Objectives

- _ Involving the stakeholders, especially the government, but also parliamentarians and Internet service providers (ISPs) who are not involved in the process yet, either due to a conflict of interest or other reasons
- _ Having a one-on-one meeting with them, discuss their engagement ahead of this year's national IGF



Challenges

Access to information and to stakeholders especially concerning the government (members of parliament, the Ministry of Digital Economy, state-owned media and the Ministry of Communication)



Audience

- Government
- _Members of parliament, ISPs
- Youth organizations



Main attributes

The aforementioned groups are the major stakeholders in Togo's Internet ecosystem and have influence in regards to policy.



Content

Share best practice examples from other countries, especially outcomes and reports from various multistakeholder IGFs across the continent



Media & communication channels

- Letters
- _Newspapers
- Local TV and radio
- _Social media platforms



Communication activities

- One-on-one meetings
- _Producing content for TV and radio programs
- _ Producing content for our IGF website and social media platforms



Expertise of person in charge of communication activities

- Journalist
- _Member of a civil society organization



Measuring progress

- Evaluating the outcome of the discussions
- Number of engagement on the platform and direct feedback
- _Traffic and number of comments on the online platforms
- _Comments from people engaged in our mailing list
- _Feedback from government exchanges (number of letters, mails etc.)



Roadmap Togo

	Objectives	2016						2017											
	The Vision	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June						
Α	Goals & Action Planning	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June						
1	Main goals																		
1.1	Get involved in existing national initiative as IGF Academy fellows																		
1.2	Participate in the organization of the next national IGF																		
2	Subgoal 1																		
2.1	Meeting with the existing national steering committee of IGF Togo																		
2.2	Explain the IGF Academy project to all the stakeholders																		
3	Subgoal 2																		
3.1	Participate in the African IGF																		
3.2	Participate in the African School of Internet Governance																		
4	Subgoal 3																		
4.1	Participate in the national IGF																		
4.2	Translate the reports and communiques of the national IGF in English																		
В	Communication Plan																		
1	Send invitation letter, meet and engage with government and other stakeholders																		
2	Send invitation letter, meet and engage with government and other stakeholders																		
3	Rebrand the IGF website, social plat- form and start digital communication																		
С	Funding Plan																		
1	Raise funds from ISOC and IGFSA																		
2	Apply for additional grants from ART&P and CSOs																		
3	Engage local businesses (Café Info, Ecobank, Panoramic, Zenith Com, Defitech) as sponsors and partners																		

Completed Projected



Congo-Brazzaville

In Congo-Brazzaville, awareness of IG issues is low due to limited Internet access (mobile phone is the most common way to connect to the Internet). Youth and academia were identified as the target audience and participants. Congo-Brazzaville has no IGF yet. The fellows' strategy to create awareness, interest and legitimacy for a national IGF embeds the national process regionally. One of the fellows has become part of the organizing group of the Central African IGF. The Central African IGF thus flanks the work of the fellows and provides a platform to them to reach a wider audience. A pilot IGF in Brazzaville is planned as a pre-event to the Central African IGF, aiming to include also the neighboring region to create an initial critical mass and set a precedent.

SWOT analysis

- _New in IG process
- Connect to organizations and coalitions that advance FOE
- _ Financial resources and mobilization not a problem (thanks to our lobbies)
- New government involved in Internet issues
 Increasing number of
 Internet users, organizations involved in human
 rights and FOE



- Lack of time to get appointment with different organizations
- _Impatience when we are supposed to meet (can't wait for a while)
- New in IG process so the issues are not well known
- _Contemporary policy and regulations

Fundraising plan



Who are the funders?

- Government
- Private sector (ISPs) like Airtel, MTN and OFIS



What are the best means to establish connections with them?

_ We will apply for sponsorship by sending letters, attaching participants' list and budget.



What kind of funding do you require?

_Sponsorship (lump sum and in kind, such as having free rooms for meetings and forum)



Will you be able to make use of skills and prior experiences?



When will you start fundraising?

- _We will start applying after building our agenda and listing all those we want and need to invite.
- _How long will it take to receive the funds? We can't really determine the time it takes, but it should take less than a month



Where should the money go?



Communication strategy



Objectives

_Involving people and stakeholders from the beginning of the process



Challenges

- _Access to information
- _Building capacity
- Policies, law and ICT infrastructure
- _Cybersecurity and balancing it with other rights (such as freedom of expression and gender issues)



Audience

- Internet users
- _Government
- Civil society
- _Technical community
- _Business community
- _Academia
- _ People with disabilities



Content

_ Developing local content in the perspective of global orientation



Media & communication channels

- _Newspapers
- National TV channels
- _National radio stations
- _Social networks



Communication activities

- _Participating in TV shows
- _Creating an exchange platform on social networks
- _Open mailing list
- _Talking face to face with people in schools and at the workplace



Expertise of person in charge of communication activities

- _Communication skills
- _Marketing skills



Measuring progress

- _Number of people involved in the process
- _Creation of a national committee for IGF: Does it succeed?



Roadmap Congo-Brazzaville

	Objectives					2016							2017												
	The Vision	July	uly Aug		Sept	Sept Oct		Nov		D	Dec		Jan		Feb		Mar		April		٨	Лау	Jun	ie	
																									floor
Α	Goals & Action Planning	July	/	Αυξ	9	Sept	00	ct	Ν	lov	D	ec)	Jo	an	F	eb		Mc	ar	Aŗ	oril	٨	Лау	Jun	ie
1	Main goals												Γ												
1.1			Att	end	the	works	hop		Att∈	end .	Afri	isig	20	16	8/	AflG	20) [C	6						
1.2						Self	trair	ning	on	ı IGI	(is	ssue	s)												
2	Subgoal 1					Mee	t stu	d in	clud	de c	n	otion	0	f IGF	a	nd it	ts is	SSU	es c	duri	ng c	a lī	C m	ı ieetir	ng
2.1	Task 1																								
2.2	Task 2												Г												
3	Subgoal 2												Γ												
3.1	Subtask																								
3.2	Subtask																								
4	Subgoal 3																								
4.1	Subtask																								
4.2	Subtask																								
В	Communication Plan																								
1																									
2																									
3													L												
С	Funding Plan																								
1	Fundraising																								
2	Apply for additional grant(s) (A, B, C) (e.g.)																								
3	Engage private sector as a partner, xyz, etc.																								

Completed Projected



Namibia

Namibia has no existing IGF structure but a good, visible network of organizations engaged in freedom of expression. The ministries responsible for ICT regulation have become more open to Internet governance due to awareness of regional Internet governance processes and also because of policy recommendations, e.g., from the African Union. Our fellows are part of a visible and freedom of expression focused coalition of highly regarded NGOs and media institutions. The main goal of the communication strategy is to introduce Internet governance to the network as a continuous process that makes freedom of expression sustainable. The network proactively contacts government and parliamentarians as well as the private sector. The organizational structures to convene an IGF are about to be created, with our fellows in key positions. The organizational process is conducted according to UN IGF criteria from the start.

SWOT analysis

- Existing collaborative network on access to information and freedom of expression issues: ACTION Coalition
- _ Mobilization of capacity and resources necessary to proceed
- _Credibility and high visibility and great degree of grudging respect for the work we do within the coalition(s)
- Established organizations and coalitions that advance FOF
- Financial resources and mobilization not a problem (ACTION Coalition)
- Contemporary policy and regulatory thinking and shifts that suggest that the issue IG has been foregrounded
- Political thinking and practice moving to consideration of the online as a significant political realm



- _Individual institutional sustainability and capacity (ACTION Coalition)
- Global and regional moves to increased protection of info and general trends to increase surveillance under the cloak of terrorism and cybercriminals

Fundraising plan



Who are the funders?

- Organizations interested in the promotion of freedom of expression, e.g. fesmedia Africa, UNESCO and Namibia Media Trust
- _We may also approach the private sector for funding.



What are the best means to establish connections with them?

_ We have a rather small sector, so we are always engaging with various stakeholders from all sectors.



What kind of funding do you require?

- _Sponsorship, grants, donations, etc.
- Detail: If funding has to be transferred into a bank account, a member of the ACTION Coalition, most likely Insight Namibia or MISA Namibia, will receive it and will thus be responsible for accounting for it.



Will you be able to make use of skills and prior experiences?

- We have done grant applications before, usually for notfor-profit programs, projects and campaigns.
- _We have a financial infrastructure at Insight and MISA.



When will you start fundraising?

- _ We already successfully applied to fesmedia Africa for the funding of an Introduction to Internet governance workshop for civil society and government, scheduled for end of November 2016.
- We intend to approach a diversity of funding sources as the Internet governance process progresses. Accessing funding will not be too much of a challenge as quite a lot of entities in both public, private and development sectors have vested interest in Internet governance.
- _ How long will it take to receive the funds? Different funders have different ways of working and different requirements. We will adapt accordingly. We avoid capturing by maintaining our independence and a diverse support base.



Where should the money go?

_IGF and IG related events

Communication strategy



Objectives

Raising awareness about Internet governance in general



Challenges

Generally limited awareness and knowledge on IG



Audience

- _Stakeholders (e.g., those already represented in the national IGF process)
- _Internet Service providers
- _ Special interest groups (civil society organizations, alliances)
- Academia
- Grassroots outreach to children/youth and rural community



Main attributes

- _Interested in universal Internet access
- _Interested in the right to privacy



Content

- _Background: Universal Internet access is a topic of major concern to our stakeholders.
- Background: The push for a Namibia IGF is done under the umbrella of the ACTION (Access to Information Namibia) Coalition in collaboration with the Ministry of Information and Communication Technology (MICT). A Namibia IGF is slated for some time in mid-2017.
- Celebration and promotion of diversity of thought and expression online



Media & communication channels

- Policy briefs
- _Press statements and conferences aiming at catching the attention of mainstream media
- Social networks
- _Open national IGF
- _Creation of audiovisuals and website
- _Mailing list



Communication activities

_Mainstream media: Press statements, press conferences and interviews



Expertise of person in charge of communication activities

- Skills in communications and PR
- _Knowledgeable on IG environment (stakeholders and contemporary issues)
- Innovative and creative teamplayer
- Flexibility



Measuring progress

- _Monitoring visibility on TV, radio and newspaper
- _Number of followers and level of engagement in social networks
- Keeping minutes of meetings
- Eventually hosting the first IGF in Namibia



South Africa

In South Africa, IG structures are available but not officially recognized as a national Internet Governance Forum. However, due to the lack of a unified vision and of government engagement, when the fellows started analyzing the situation, creating an official national IGF seemed unachievable in the short term. The IGF Academy fellows of South Africa have strong networks. One of the fellows is the organizer of the existing IG structure called Gauteng-IGF and is well experienced with regards to Internet governance processes and the rules. The other fellow is a well-known and well-respected human rights expert. Within the team, she is in charge of the strategic vision and contacting the audience and stakeholders that need to be involved. One of the most important goals is to strengthen ties to the government and achieve a recognized national IGF. Just recently, however, a major step was achieved: The previously informal IGF was reconfigured as the official South African IGF with proactive participation of the government. In turn, the involvement of the government has led to the increased participation of the private sector, funding offers and greater awareness.

SWOT analysis

- _ Start of a structure: Gauteng ISOC, APC, Google SA, Wits, ZA. Central Registry
- National ICT Policy Forum (monthly) (DTPSA)
- _Good organization skills
- Private sector connections and experience
- _Significant civil society experience
- _Strong legal and ICT policy background
- Parliamentary lobbying experience
- _Marketing: social media and website expertise
- _ Cape Town and Johannesburg representation
- _National Development Plan
- _ICT Policy Review (White Paper not yet out)
- _Africa IGF Meeting
- iWeek
- _Changing face of ISPA
- _Open Government Partnership (local and international)



- _Growing distrust of society as an engagement partner
- _ Public sector demand to lead
- Inconsistent technical capacity in public sector by departments
- _"Foreign funding" of civil society is viewed with cynicism by government
- _Cybersecurity
- FPB Regulations
- _Business not invested in engaging with government
- No strong/focused outcomes from meetings so far
- No continuity between events
- _Serious need to broaden awareness

Fundraising plan



Who are the funders?

- Private sector, civil society and other organizations
- _ISPs, organizations such as ISOC and companies such as Google

Note: We have had an industry professional body willing to sponsor our IGF events. Without having any understanding of Internet governance, but with the intention to engage post sponsoring. We have not received any rejections from the funders we identified with regards to the IGF events. What we are building on is to ensure that the government also sets aside fund-

ing for the IGF initiatives. We aim to diversify the funding for our next IGF by engaging with institutions such as the Africa Leadership Academy, with the goal of ensuring that through their funding, they also become exposed to the Internet governance space.



What are the best means to establish connections with them?

- Venues to connect are mostly ICT related events, where many of the representatives from government, private sector and civil organizations gather.
- Regarding private sector funders, institutions such as ISOC and professional organizations offer a good place to connect.



We have approached our funders by engaging with them through the framework document of the event, which outlines the key objectives of the event and explains why it is important for them to come on board as funders.



What kind of funding do you require?

- _ Partnership and collaboration
- _Grants
- _Sponsorship

Note: In the past, funding has been provided as a form of sponsorship and grants, both in kind and in monetary terms. These options worked well for us as a small team. We are able to be transparent about the use of the funds. In our first unofficial IGF, the funds were paid directly to the vendors and in our second and third IGFs, the funds were transferred to the organization's account.



Will you be able to make use of skills and prior experiences?

We have done grant applications for our individual organizations (both fellows work for non-profit organizations) and for the unofficial IGF. Furthermore we have experience in fundraising as well as the business account for the national ISOC chapter, which initially helped to initiate the IGF process.



When will you start fundraising?

Depending on the funders' cycle, it takes maximum of two weeks to receive the funds. The only condition has been brand recognition and to provide a report of the event.

Note: Initially, the process was more difficult than expected but with growing experience, fundraising became much easier. We have approached different funders with the goal of widening the participation of stakeholders and involving new actors who don't understand Internet governance, such as law firms and academia.



Where should the money go?

_To the Internet Governance Forum event and activities

Communication strategy



Objectives

- _Engaging stakeholders with the IGF
- _Explaining the importance of the event for the future of the ICT ecosystem in South Africa



Challenges

- Lack of coordinated ICT-related forums in the country
- _Lack of government participation (which leads to diminished credibility of the IGF)
- Lack of participation from the private sector
- _Few resources available to implement communication strategy



Audience

- Government
- Private sector
- _Telecommunication companies
- Small businesses
- _Civil society organizations



Main attributes

- _Interest in a clear policy direction to enable investment opportunities
- _Interest in social issues such as poverty, unemployment, inequalities, broadcasting issues, freedom of expression



Content



Media & communication channels

- _Social media
- _Newspapers
- _Television
- Radio
- _Newsletters
- _Arranging pre-IGF meetings with targeted stakeholders
- IG awareness roadshow and workshops



Communication activities

- _Internet governance workshops and roadshows
- Internet governance sessions tailored for business



Expertise of person in charge of communication activities

- _Strong understanding of the Internet governance arena, including human rights issues, national ICT policies
- _Able to prepare communication strategies
- _Good with social media
- _Able to engage stakeholders



Measuring progress

- Did all identified stakeholders participate?
- Level of engagement on chosen communication platforms
- _Media coverage, especially in ICT online media platforms
- _Social media engagement
- Level of participation in quarterly workshops
- _Participation in email lists



Roadmap South Africa

	Objectives	2016 2017											
	The Vision	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
	Achieve multistakeholder engagement on Internet Governance in South Africa												
Α	Goals & Action Planning	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
1	Main goals												
1.1	Formalise NIGF												
1.2	Build awareness on the NIGF and Internet Governance												
1.3	Coordinate Internet governance processes in RSA												
1.4	Participate and strengthen the Internet Governance Forum												
2	Formalise NIGF												
2.1	Establish civil society working group												
2.2	IGF Academy Meeting												
2.3	Share information and contacts between IGF Academy partners												
2.4	Bring on board government partners for NIGF												
2.5	Host RSA NIGF												
2.6	Begin plans and strategies for NIGF 2017												
3	Build awareness on the NIGF and Internet Governance												
3.1	See activities 2,3; 2,4 and 2,5												
3.2	Draft Communications Strategy												
3.3	Implement Communications Strategy												
4	Coordinate Internet Governance processes in RSA												
4.1	See activities 2,3; 2,4 and 2,5												
4.2	Identify other opportunities for Internet Governance coordination												
5	Participate in and strengthen the Internet Governance Forum												
5.1	Identify government advocacy agenda for IGF												
5.2	Participate in AFRISIG												
5.3	Action outcomes from AFRISIG												
5.4	Participate in IGF Mexico												
5.5	Implement action plans and networks from IGF												

Completed Projected



Sri Lanka

Sri Lanka has an incipient IGF structure with the first national IGF being held in 2016. The government's involvement in the process was rather modest. The IGF Academy teamed the IGF main organizer with one of Sri Lanka's best known journalists, who is an expert on freedom of expression and information matters. The main plan in terms of communication is to get the government involved in the UN IGF, to make the national IGF more relevant by consolidating its position within an international network and getting the relevant actors engaged at an international UN level. A priority is to create substantial linkage between freedom of expression and Internet governance.

SWOT analysis

- _Stakeholder membership and wide network.
- Experience of having organized 1st IGF (March 2016)
- _ Existing relations with mainstream media and social media presence and branding for ISOC LK/IGF LK
- _Some members trained in IGF processes by ISOC Global
- _ Leftover balance from last IGF (USD 3,500)
- _International recognition from IGF Sect.
- _ Documentation from 1s
- _Economic reforms recognize and incorporate digital infrastructure
- _ICT user experience rising around mobile devices
- Proliferation of smartphones and growth of apps
- _Greater links made with political leaders relevant to IGF issues
- Rise in civil society projects responding to digital security, privacy and ICT/cyberliteracy issues
- _Rise in mass media coverage of social media use and abuse
- _ Single-issue activity groups (e.g., child protection activists) advocating strict govt regulation of Internet

- Dependence on volunteers for all work (no paid staff). Only a few active individuals in organizing event
- _No physical assets (office or equipment)
- _ Funds limited and fully dependent on sponsors
- Political awareness low on multistakeholder approach's value
- Public and policy awareness low on IG related issues
- _IGF planned and conducted mostly by ISOC LK: inadequate participation by other stakeholders (in organizing)
- Difficulty of securing sponsorships due to economy uncertainty
- Uncertainty of continued funding support from IGF Sect.
- National Unity govt. in Sri Lanka having policy inconsistencies



Fundraising plan



Who are the funders?

- _Government institutions (Ministry of Telecommunication and Digital Infrastructure, Information and Communication Technology Agency)
- _ISPs and public switched telephone networks (Telecom, Dialog, Learn)
- _Civil society organizations and NGOs (LIRNEasia, Beyond the Reach etc.)
- _Tech and trade associations (Chamber of ICT, Computer Society)
- _ Universities (University of Moratuwa, University of Peradenija, University of Wollongong) and other academic institutions (e.g., Asia Pacific School on Internet Governance)

- _UN IGFSA
- _Asia Pacific Regional IGF)



What are the best means to establish connections with them?

_Direct access



What kind of funding do you require?

- Donations
- _Connectivity
- _Sponsorship
- _Exhibition stands
- In-kind donations





Will you be able to make use of skills and prior experiences?

_ We have been submitting funding applications successfully, but still need professional support.



When will you start fundraising?

- _We will start by December 2016 to January 2017.
- _It will take three to six months to receive funds.



Where should the money go?

Communication strategy



Objectives

- _Clarify and streamline internal communications among the organizing team
- _Help with key stakeholder engagement to boost the national IGF process
- _ Identify public communications, needs and strategies
- _ Document the process and outcomes for wider sharing and dissemination



Challenaes

Internally

- Organizers are volunteering their time and expertise while engaged in full-time jobs.
- _Need to take Internet governance dialogues beyond IT/ ICT communities

Externally:

- _Key stakeholders have uneven levels of familiarity and understanding of IG issues.
- _Absence of a clear and coherent state policy on Internet governance related issues



Audience

Primary audience:

- _IT/ICT/telecom-related policy makers
- _IT/ICT/telecom-driven industry managers
- _Tech and ICT research communities (incl. all members of ISOC Sri Lanka Chapter)

Secondary audience:

- _Civil society groups active on human rights, ICT4D
- _Journalists covering IT/ICT/telecom issues



Main attributes

- _IT literate
- At least secondary education

- _Active in government, business, academic or non-profit sectors (including opinion leaders)
- _Active on either the supply side of ICTs or demand side of ICTs
- _With ability to spread information and raise awareness and interest
- _Interested in authentic information on Internet governance issues
- _Interested in balanced interpretation and customization of Internet governance issues (linking the global level to the local)
- Interested in opportunities to discuss and debate
- _Interested in explaining policy and regulation on contentious topics like hate speech, cyberbullying and web censorship



Content

- Polls (Survey Monkey)
- Questionnaires
- Surveys
- Document folders (Google Docs)
- Newsletter distributed by email



Media & communication channels

Web-based restricted communications:

- Email
- _Email groups or Google groups
- _Google docs as a collaborative platform
- _ Web-based communications open to the public:
 IGF Sri Lanka website http://igf.lk/
- _Social media platforms (Facebook, Twitter, YouTube)



Communication activities

- Oct/Nov 2016: Announce Sri Lanka's second National IGF dates (most likely March 2017)
- _Nov/Dec 2016 onward: Bimonthly ICT column in a leading newspaper
- _Dec 2016: Activate mailing list of first IGF participants with updates and additions
- _Jan 2017: Engagement event with key bloggers and IT writers



Expertise of person in charge of communication activities



Measuring progress

- _Track changes and comments in Google Docs of all collaborative output
- _Google groups forum system
- _Number of active collaborations
- Number of active users and quality of responses



Roadmap Sri Lanka

	Objectives	2016							2017							
	The Vision	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June			
Α	Goals & Action Planning	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June			
1	Main goals															
1.1	Broadbasing IGF organizing group to include more stakeholders															
1.2	Strategic promotion of IG issues with key stakeholders															
2	Subgoal 1: Raising public awareness on IG issues															
2.1	Task 1: Bimonthly ICT column in a leading newspaper															
2.2	Task 2: Engagement event with key bloggers and IT writers															
2.3	Task 3: Activate mailing list of 1st IGF participants with updates															
2.4	Task 4: Promote IG in RTI training workshops															
3	Subgoal 2: Complete documentation of 1st IGF held in March															
3.1	Subtask: Revise and finalize detailed report															
3.2	Subtask: Release detailed report with media event															
4	Subgoal 3: Reconstitute org comm for next IGF (2017)															
4.1	Subtask: Identifying and approaching potential members															
4.2	Subtask: Hold 1st meeting of org comm															
В	Communication Plan															
1	Expand mailing list to be more inclusive															
2	Newsletter aimed at public officials															
3	Dedicated phone line for ISOC and IGF															
4	Updating FB page on a regular basis															
5	Expand to include other thought leaders															
С	Funding Plan															
1	Fundraising															
2	Apply for additional grant(s) (A, B, C) (e.g.)															
3	Engage private sector as a partner, xyz, etc.															

Completed Projected



Bhutan

So far, Bhutan has neither an existing IG structure, nor knowledge about the IGF process or Internet governance in general. The IGF Academy teamed up an academic working on open data and the digitization of the countries' culture in Bhutan's ethnic languages, with a member of the government. This combination is the key to starting to organize the IGF in a constructive way. It paves the road to a sustainable process focused on capacity building and the creation of constructive networks among all stakeholders, especially with communities that have not yet been involved.

SWOT analysis

- _Good mix of stakeholders
- _Good institutional and private sector linkages (including industry associations)
- _Event management capabilities
- _Access to speakers
- _Access to government resources and capabilities
- _Good working culture and environment
- _Stable political will and support
- _Government budget allocation for ICT community
- _Existence of IT Tech Park
- Government priority for ICT development
- BICMA, RTI and broadcasting regulations still in drafting stage
- _Increase in Internet/ICT penetration
- Existing discussions and debates on ICT policies and laws



- Inadequate knowledge of local and national IGF processes and initiatives
- _Lack of fundraising ideas
- _Non existence of seed funding
- Lack of administrative office set-up and human resources
- _Extensive economic dependence on India
- Lack of fundraising opportunities
- Lack of awareness about the IGF process by stakeholders

Fundraising plan



Who are the funders?

- Bhutan ICT and Training Association (BICTTA)
- Telecom companies
- Department of IT and Telecom (DITT) and Ministry of Information and Communications (MoIC)



What are the best means to establish connections with them?

- The best approach would be to seek one-on-one appointments with potential funders.
- _BICTTA can help us access funds from IT and ITES companies.



What kind of funding do you require?

- _Sponsorship
- _ Donations
- In-kind contributions
- _Grants (bound by contract)



Will you be able to make use of skills and prior experiences?

- _We have done grant applications before.
- _We have done fundraising before (for voluntary activities such as organizing a cleaning campaign etc.).
- _We do not have an infrastructure to deal with finances.
- _ We may need professional support to apply for funds for IGF-related initiatives.





When will you start fundraising?

- _ We will start applying for funds after we finalize the establishment of the national IGF core team in Bhutan.
- _ How long it takes to receive the funds will depend on the funding proposal and contract agreement that need to be signed with the funder as well as on the nature of the organization and the availability of funds.



Where should the money go?

Organizing the IGF: logistics, advertising, invitations to international speakers. Without proper advertising and proper logistics it will be difficult to get national participants. And we need international speakers because we are very new to IGF process.

Communication strategy



Objectives

- _Seek funds for the IGF initiative
- Reach a relevant number of participants for the IGF initiative
- Increase awareness about the IGF initiative



Challenges

- _Finding sponsors to fund the IGF initiative
- Potential participants not being aware of the IGF and its process



Audience

- _Government
- Private business and larger companies
- Private sector
- Private individuals
- _Media, including freelance journalists
- _ISPs
- NGOs



Main attributes

- _Interested in IGF process and issues
- _Interested in understanding global and national Internet governance issues



Conten

- _Addressing issues and challenges as well as best practices of Internet governance
- _Reports on the IGF initiative and meetings
- Documents of previous IGF events



Media & communication channels

- Face-to-face meetings
- Written proposals
- Print media
- _Social networks



Communication activities

- Letters requesting a meeting
- _Submitting written proposals and reports
- _Press releases for print media
- Advertisement in social networks



Expertise of person in charge of communication activities

_Communication and leadership skills



Measuring progress

- _Number of meetings held
- Proposals submitted
- _Number of confirmed sponsors
- _Amount of sponsorship funds collected
- _Number of registered participants
- Number of emails or letters sent
- _Number of media representatives getting interested in Internet governance processes



Roadmap Bhutan

	Objectives			20	16		2017						
	The Vision	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
	Conducive national Internet policy and standards												
Α	Goals & Action Planning	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
1	Conducive national Internet policy and standards												
2	Subgoal 1: Foster commitment, volunteerism and conducive working culture												
2.1	Identify and involve stakeholders and audience interested												
2.2	Create awareness and information sharing												
2.3	Formation of working groups and committees												
2.4	Allocations and divisions of job responsibilities												
3	Subgoal 2: Advocate the importance and awareness of IG issues												
3.1	Involve and build media partners												
3.2	Use of social media for advocacy												
3.3	Seed out notifications for the IG awareness workshop												
3.4	Organize IG awareness workshop or talk (Pre- NIGF)												
4	Subgoal 3: Building national consensus on national IG issues												
4.1	Work on the agendas and concept note												
4.2	Identify the speakers and panel member												
4.3	Send out invitations and time block												
4.4	Fund rising drive												
4.5	Send out public notifications												
4.6	Arrange for logistics (sound, hall, catering, transports)												
4.7	Organize NIGF												
4.8	Compile outcomes and reports												
4.9	Review and refine reports												
5	Submit report or policy recommendations to the relevant stakeholders												
5.1	Ongoing follow-up and status update on the report												

Completed Projected



Bangladesh

Generally speaking, there seems to be a lack of awareness concerning Internet governance issues within many communities and stakeholder groups in Bangladesh. Internet governance structures do exist, but events are organized on an irregular basis. Often, instead of an IGF, mere consultations are held. The team brings an ideal combination to the table: One of the fellows being strongly involved in the Bangladesh Dhaka chapter of the Internet Society and well acquainted with Internet governance processes and structures; the other fellow being the chief editor of a platform for citizen journalism, well acquainted with human rights issues.

SWOT analysis

- _Strong coordination among the stakeholders
- _Stakeholders' recognition of the IG process
- _IG process relate to the Digital Bangladesh Initiative
- _Growing ICT Market
- _Digital Bangladesh Initiative
- _SDGs and seventh five year plan process



- Financial support for IG process
- _Research capacity
 - _Article 57 of ICT ACT 2013
 - _Terrorism and anti-militant related rules and regulations

Fundraising plan



Who are the funders?

- _Corporate (Our recent IGF dialogue is sponsored by Amber IT. They provided venue, food and other logistics.)
 NGOs
- _Government: ICT Division, Bangladesh Computer Council etc.
- _IGF Supporting Association (IGFSA)
- Regional and international organizations: Asia-Pacific Network Information Centre (APNIC), Association for Progressive Communication



What are the best means to establish connections with them?

_ Arranging fundraising events jointly with government (ICT Division, Telecom Division) and with potential funders

We are going to establish the IGF initiative within the country as a legal entity to make fundraising easier. With this, it will be easier to get support from the organizations or persons who are already aware of our initiative.



What kind of funding do you require?

- _Sponsorship
- Venue
- _Food
- _Internet connectivity



Will you be able to make use of skills and prior experiences?

- _We haven't previously done a formal application.
- _No fundraising experience
- _No financial Infrastructure
- Professional support for fundraising would be helpful.



When will you start fundraising?

- _This autumn, we submitted an informal application for funds for 2017.
- _ How long it takes to receive funds depends on the nature of the organization and the availability of funds. In some cases, it depends on the funding proposal and the contract agreements that need to be signed with the funder.



Where should the money go?

_Arranging seminars regarding current Internet governance issues (like cybersecurity, challenges in e-commerce and others)

Communication strategy



Objectives

_Make our IGF initiative more visible to the different stakeholders within the country



Challenges

- _Communicate with policy makers
- _Getting more engagement with the media about IGF issues
- _Getting people who are originally not passionate about IT and Internet governance issues onboard



Audience

- Policy makers
- _Corporate and multinationals
- Academia
- Students
- Civil society



Main attributes

_Most of the time the audience is not passionate about IT and Internet related issues



Content

- _Policy brief about the IGF for policy makers
- _Dialogue on Internet governance



Media & communication channels

- _Direct communication with policy makers
- News media
- _Social networks



Communication activities

- _Appointments with policy makers
- _Inviting journalists to events
- _Sending out press releases
- _Sharing content in social networks



Expertise of person in charge of communication activities



Measuring progress

_Compare visibility before and after communication activities by evaluating responses from different stakeholders



Roadmap Bangladesh

	Objectives			20	16					20)17		
	The Vision	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
								Ш		Ш	Ш		
Α	Goals & Action Planning	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
1	Main goals												
1.1	Building understanding of policy makers on IG												
1.2													
2	Subgoal 1												
2.1	Develop a policy brief												
2.2	Develop a country specific status paper and roadmap												
3	Subgoal 2												
3.1	Organize half-day orientation												
3.2	Organize national consultation and campaign on Internet rights (LT)												
4	Subgoal 3												
4.1	Prepare handbook on IG in Bangla language and orientation for university students in cooperation with IEEE, computer science and IIT department												
4.2	Create parliamentary caucus on IG												
В	Communication Plan												
1	Utilizing selected minister and MP's												
2	Utilizing media through publishing the news												
3													
С	Funding Plan												
1	Fundraising												
2	Apply for additional grant(s) (A, B, C) (e.g.)												
3	Engage private sector as a partner, xyz, etc.												

Completed

Projected



Myanmar

Myanmar has neither an existing Internet governance structure, nor awareness of IG issues. On the other hand Myanmar is a technology-friendly country with a growing private sector in the field of ICTs. Regarding human rights, Myanmar is a focus country for many international non-profit organizations who are prepared to donate funds for sustainable projects on the advancement of fundamental rights and capacity building. The main strategic goal is to use ICT and human rights forums to progress Internet governance processes as a sustainable mechanism for open and inclusive dialogues on these matters. The Myanmar team is composed of the CEO of a visible NGO engaged in advancing human rights through digitization, and a young entrepreneur. A first pilot IGF has been scheduled for the end of 2016.

SWOT analysis

- Both of the national champions represent organizations already active in Myanmar with connections to private, government, academia, tech community, CSOs and media nationally and internationally with proven track records.
- Both have office space and equipment that could be used as in-kind contributions for organizational purposes.
- _ Had previous experience organizing barcamps, techcamps and Myanmar Internet freedom
- Previously had a team of around 10 people that could commit to organizing of event
- Possible support from IGF Academy Network
- _Myanmar would be an interesting country for funding organization to provide funding.
- Can invite government, academia and tech community to participate IGF. Required invitation, partial or full support
- There might be international resources persons willing to come at their own expense
- _Myanmar is one of the most interesting telecom markets.
- The new government could be approachable and open to the multistakeholder concept.
- _With the rising usage of Internet and Facebook, the public is becoming more aware of IG issues and would be interested in participating in IG-related events.
- _Culture

- Lack of participation from government institutions and key stakeholders (or lack of contribution)
- Lack of funding
- Lack of awareness about IG by local stakeholders
- Political priority shift from government
- Local IT industry is still in infancy
- Culture



- Teamwork and finding time for preparations
- Need a well-documented toolkit for organizing a national IGF
- Require in-kind contributions to manage international in-kind contributions and collaborations
- Internet speed could be a challenge for remote participation.



Fundraising plan



Who are the funders?

- Ministry of Transport, Ministry of Telecommunications
- Private sector (including Telcos and ISPs)
- Local NGOs
- Academic sector
- _International organizations



What are the best means to establish connections with them?

Start with getting funding from international donors (including regional institutions). If international funders are already on board, it will be easier to convince local funders.



What kind of funding do you require?

- Sponsorship
- Donations
- In-kind contributions
- Volunteers



Will you be able to make use of skills and prior experiences? and prior experiences?

- _ We will have an assistant from a local NGO to manage our finances.
- _ We will seek professional support to get funding from international organizations.



When will you start fundraising?

We will start after the IGF in Mexico in December 2016 and after an initial discussion with the Ministries of Transport and Telecommunications.



Where should the money go?

The majority of resources will be spent on advertising and expenses for international experts.

Communication strategy



Objectives

Increasing awareness of Internet governance processes



Challenges

- _Too little knowledge about Internet governance particularly in the relevant governmental and civil society organizations
- Regulatory issues with freedom of expression and poor Internet infrastructures could make communication difficult



Audience

- Policy makers
- Corporate and multinationals
- Academia
- _Students
- Civil society



Main attributes

_Interested in challenges in the countries regarding freedom of expression and Internet



Content

Reports on international best practices



Media & communication channels

Press releases



Communication activities

- Writing press releases and articles
- Organizing roundtable discussions



Expertise of person in charge of communication activities

- Well networked
- Attentive
- Well connected
- Media experience



Measuring progress

- _Media coverage (number of publications)
- _Incoming requests from other organizations
- Number of Facebook posts
- Number of roundtable discussions



Roadmap Myanmar

	Objectives	2016			16	16			2017						
	The Vision	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June		
				Ш			Ш	Ш							
Α	Goals & Action Planning	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June		
	Main goals														
1	High influential mid or low interest stakeholder become high interest and contribute to the IG process														
2	High or low interest stakeholder, low or mid influential stakeholder have access of equal participation in the National IG process														
3	Hold national IGF														
4	Sustain the IG process														
	Subgoal 1														
1.1	High influential mid interest stakeholder attending the IGF														
1.2	Provide or publish information through social media or mainstream media and knowledge sharing at least once a month														
1.3	Organize informal or formal meetings with the high influential or low interest stakeholders														
	Subgoal 2														
2.1	Through ISOC Myanmar Chapter or existing Internet related activities														
2.2	Awareness campaigns through social media and universities														
2.3	Provide ongoing information of IG-related news at least once a month														
	Subgoal 3														
3.1	Form steering committee with different stakeholders														
3.2	Seek potential speakers for the NIGF														
3.3	Fundraising														
3.4	Maintain an accountable and transparent process in organizing														
3.5	Outreach and advertising of the IGF														
3.6	Plan and evaluate the impact of the NIGF														
	Subgoal 4														
4.1	Periodical organizing of IG-related activities														
4.2	Provide and publish information through social media or mainstream media at least once a month														
4.3	Mailing list or Facebook group of participants														
В	Communication Plan														
1	Set up a website and Facebook page														
2	IG working group?														
3	Press release														
4	Invitation for speakers											- and the			
5	Invitation for participants														
С	Funding Plan							100-							
1	Fundraising		1												
2	Apply for additional grant(s) (A, B, C) (e.g.)														
3	Engage private sector as a partner, xyz, etc.					1									

Completed

Projected



IGF Academy Profiles

The founders

Lorena Jaume-Palasí



Lorena Jaume-Palasí researches on philosophy of law and politics, with a focus on the contemporary idea, dynamics and ethics of digital publicness and privacy. Lorena heads the

secretariat of the German Internet Governance Forum (IGF) and is the Director for Communications and Youth Engagement of EuroDIG, the European IGF. She has been working on the advancement of Internet governance structures both nationally and regionally for the past seven years. She additionally engages pro bono at the Internet & Society Collaboratory helping in the development of technical applications such as the offlinetags, which are new forms of social conventions to signalize publicness preferences with regards to personal pictures. Lorena cofounded AlgorithmWatch and serves on the advisory board of Code Red, a global initiative to accelerate the reform of security organizations.

Matthias Spielkamp



Matthias Spielkamp is co-founder and publisher of iRights. info, an online magazine focusing on legal issues in the digital world. In 2006, iRights. info received the

Grimme Online Award, Germany's most prestigious award for online journalism. Matthias heads the Berlin-based consultancy iRights.international, where he develops solutions for dealing with the challenges of digitization for stakeholders from the public sector, civil society, politics and business.

As a consultant and trainer, Matthias has worked with journalists and activists in Germany, South-Eastern Europe, Asia and the Middle East for institutions like Deutsche Welle Akademie, GIZ and others for more than 15 years.

Matthias has testified before three committees of the German Bundestag on future developments of journalism, online journalism and copyright regulation. He co-founded the AlgorithmWatch.org platform, investigating algorithmic decision making processes, and is co-chair for the academia and civil society groups in the German Internet Governance Forum (IGF-D).

From September 2015 to February 2016, Matthias was a Fellow of Stiftung Mercator and visiting researcher at the Alexander von Humboldt Institute for Internet and Society (HIIG). He serves on the governing board of the German section of Reporters Without Borders and the advisory council of the Whistleblower Network and is a member of the American Council on Germany as a former John J. McCloy Fellow. Matthias has co-authored three books on journalism and copyright regulation and holds master's degrees in journalism from the University of Colorado, Boulder and philosophy from the Free University of Berlin. Twitter: @spielkamp

Our partners

Anriette Esterhuysen



Anriette Esterhuysen is the executive director of the Association for Progressive Communications (APC), an international network of organizations working with Information

and Communications Technologies (ICT) to support social justice and development.

Prior to joining APC, Anriette was executive director of SANGONeT, an Internet service provider and training institution for civil society, labor and community organizations.

Anriette has served on the African Technical Advisory
Committee of the UN's Economic Commission for Africa's
African Information Society Initiative and was a member of
the United Nations ICT Task Force from 2002 to 2005, the
World Summit on the Information Society (WSIS) Task Working
Group on Financing Mechanisms, and the Commission for
Science and Technology for Development Working Group on
Internet Governance Forum (IGF) Improvements. She was a
member of the Multistakeholder Advisory Group of the Internet
Governance Forum from 2012 to 2014.

Currently Anriette is a member of the Global Commission on Internet Governance and the Council of the NETmundial Initiative.

Anriette has published extensively on ICTs for development and social justice. She holds a BA in social sciences and postgraduate qualifications in history of music and information sciences from the University of the Witwatersrand in Johannesburg, South Africa.

Helani Galpaya



Helani Galpaya is CEO of LIRNEasia, a pro-poor, promarket think tank working across the emerging Asia Pacific on ICT policy and regulatory issues. She assumed

the CEO role in Jan 2013. Prior to that she was LIRNEasia's Chief Operating Officer.

She researches, does consulting work and engages in public discourse on issues related to net neutrality, policy and regulatory barriers in Internet access, e-Government, broadband quality of service, and how knowledge and information disseminated via ICTs can improve inclusiveness SMMEs (small, medium and micro enterprises) in agriculture and micro-work markets. She has been working in Myanmar since 2013, and is currently carrying out an impact analysis of the mobile phone roll-out that is taking place.

Prior to LIRNEasia, she worked on at the ICT Agency of Sri Lanka implementing e-Government projects. She was a management consultant at Booz&Co. (now Strategy&) in New York and has also worked at Citibank and Merrill Lynch in the USA. She has a MS in Technology & Policy from the Massachusetts Institute of Technology, Cambridge, USA and a BA in Computer Science from Mount Holyoke College, Massachusetts, USA.



The fellows

Emmanuel Elolo Agbenonwossi Africa Fellow IGF Academy



Emmanuel Elolo Agbenonwossi has more than five years experience in various fields of online journalism and web content management. After several years of

practice in Togo working for the official government website www.republicoftogo.com, the Moroccan websites www. northafricapost.com and www.medafricatimes.com, and several other media in West Africa, Emmanuel has won many awards, including the prestigious Young African Leaders Initiative of the US government.

Based in Accra since 2014 and traveling extensively through Africa, he has been working for www.ghanaweb. com – the most popular African website in the world (Alexa Ranking). A veteran blogger and columnist for Radio France International, Emmanuel has conducted many interviews with Africa's heads of government, entrepreneurs and political and economic leaders. He is also one of the most promising continental web-journalists and social entrepreneur according to the Tony Elumelu Foundation which ranks him among the Top 1000 young African entrepreneurs.

Emmanuel holds a Masters in journalism and a post-graduate diploma in Leadership and Entrepreneurship.

Serge-Parfait Goma Africa Fellow IGF Academy



Serge-Parfait Goma is from Congo-Brazzaville. He holds a master's degree in Tele-Information and is currently completing another master's degree in E-Service

International. He works as an IT manager at Campus Numérique in Brazzaville, and as a substitute teacher at Marien Ngouabi University.

He is also very active in the ICT community in Congo-Brazza-ville, indeed, he has participated in building the Congolese code country top level domain .CG as a coordinator in the project of the Association Congolaise de Nommage Internet en Coopération (ACNIC). At the same time, he is working on building the Congo exchange point as an ISCO member.

In 2008 he was a president of the youth chamber international Brazzaville leader; as a civil society activist he is leading the project, Peace is Possible.

Darcia Dieuveille Kandza Africa Fellow IGF Academy



Darcia Dieuveille
Kandza is a national
ICT champion from
Congo-Brazzaville,
and a project
assistant on new
technologies for
the NGO Azur
Développement.

She is also involved in communication as an administrator for the Facebook page of Innovator Ladies English Club and for the Association Congolaise Accompagné (ACA). For her, the Internet is shaping the world and communication has shaped the world, so they are to be used together in a good way.

Frederico Links Africa Fellow IGF Academy



Frederico Links is a Namibian journalist and the editor of Namibia's awardwinning current affairs monthly magazine *Insight* Namibia since mid-2011. He is

also a freelance researcher with a long association with Namibia's leading think tank, the Institute for Public Policy Research (IPPR). In both his journalism and research work, Frederico is primarily concerned with democracy and governance issues, particularly corruption and maladministration, both within the public and private spheres. He is also an ardent access-to-information advocate and a founding member of the Access to Information Namibia (ACTION) Coalition of civil society and media organizations and social activists. Frederico is also a founding member of the #MyConstitutionMyDecision social movement that opposed undemocratically introduced changes to the Namibian constitution in 2014.

Gabriel Ramokotjo Africa Fellow IGF Academy



Gabriel Ramokotjo is an Internet activist, who currently serves as President of Internet Society Gauteng Chapter and Secretary of Soweto Wireless User Group (NPO).

He is a fellow at the Nepad African School on Internet Governance and at the Internet Corporation for Assigned Name and Numbers (ICANN). Previously he was with the ZA Central Registry providing technical support to the .ZA ccTLD domain name and is currently pursuing his studies at the University of the Witwatersrand in telecommunications policy, regulation and management.



Gabriella Razzano Africa Fellow IGF Academy



Gabriella Razzano is a law graduate working at the Open Democracy Advice Centre as the head of research, and is a Founding Co-Director of Code

for South Africa. She has a BA LLB from the University of Cape Town, graduating with distinction in sociology. She formerly clerked with Justice Yacoob of the Constitutional Court and worked with University of the Witwatersrand. She has a particular focus on access to information and freedom of expression issues. She is also the current Chair of the African Platform on Access to Information.

Natasha Tibinyane Africa Fellow IGF Academy



Natasha Tibinyane is a Namibian feminist human rights defender, with a focus on freedom of expression and the empowerment of women. A journalist by profession,

she currently serves as the National Director of the Media Institute of Southern Africa (MISA) Namibia Chapter. Her work involves advocating and lobbying for a conductive environment for freedom of expression, as well as building the capacity of media practitioners, civil society actors and the youth.

Htaike Htaike Aung Asia Fellow IGF Academy



Htaike Htaike Aung is co-founder and executive director of Myanmar ICT for Development Organization (MIDO), one of the very few ICT-focused non-governmental

organizations in Myanmar. MIDO focuses on ICTs for development, Internet freedom and Internet policy advocacy works in Myanmar. Since the introduction of the Internet to the public in Myanmar, she has been involved in Myanmar's Internet propagation events. She is also a digital security and privacy trainer/consultant for human rights defenders in Myanmar. Some of the notable initiatives that MIDO is involved in are Panzagar (anti-hate speech campaign), Kyeet election monitoring application, Myanmar Internet Freedom Forum, Peace Tech Exchange and Lighthouses (community information centers) etc. She is an award holder of Jemseti TaTa fellowship – ICT Champions, and also an alumnus of Deboer Fellowship.

Nalaka Gunawardene Asia Fellow IGF Academy



Nalaka Gunawardene is a science writer and multimedia journalist in Sri Lanka.

Over the past 25 years, he has worked for national newspapers,

international news magazines, business magazines, radio and TV channels, as well as global websites on science, development and media related issues. From the early 1990s, Nalaka has been chronicling and critiquing the evolution of the information society in Sri Lanka. He is considered a leading commentator and analyst on social, cultural and political impacts of information and communications technologies (ICTs) in South Asia. In numerous op-ed essays and radio/TV shows, Nalaka has consistently called for a measured response to the web, so as to optimize its potential for economic, social and cultural transformation of developing countries like Sri Lanka.

He has written and spoken widely on issues such as the digital divide, gender disparities in ICT use, rise of digital natives, social media proliferation, ICTs for good governance, online hate speech, political campaigning online and Internet freedom. From 2003 to 2009, he was a contributing author to *Digital Review of Asia Pacific*, an Asian regional publication that surveyed the growth and impact of digital technologies. During 2003 to 2005, he covered the UN World Summit on Information Society (WSIS) as a journalist and broadcaster, participating in both summits (Geneva & Tunis) and also being involved in regional consultations on Internet governance and digital inclusion.

He teaches new media as a visiting faculty member at the Colombo University, and the University of Sri Jayawardenapura, two leading universities in Sri Lanka.

Maheeshwara Kirindigoda Asia Fellow IGF Academy



Maheeshwara
Kirindigoda is
from Sri Lanka and
considers himself a
Millennial despite
being born in 1980.
He had the good
fortune to receive
his primary and

secondary education at the Dharmaraja College Kandy. He received his further education at the National Institute of Business Management and System Designing. He is presently following a degree course in Mass Communication at the Open University of Sri Lanka.

The doors to the IGF were opened for him by the ISOC through a fellowship program, during which he attended a Chapter workshop in 2013 in Bali, Indonesia. The experience made at UN IGF Bali lead him to organize the local IGF in March 2016.

Being an activist in the ICT field, he is privileged to hold responsibilities as Secretary to the Internet Society Sri Lanka chapter, as the President of the Chamber of ICT, as Chairman of the IGF Sri Lanka organizing committee and as Secretary to the Central Province Export Chamber.

He has gained the knowledge and the required experience to take on the above responsibilities mainly through engagements in various positions such as Assistant Secretary Sri Lanka Computer Vendors Association, Vice President-ISOC Sri Lanka Chapter, Exco & Chairman Membership Committee – ISOC Sri Lanka Chapter.

While promoting the Internet to all generations, he was aware of people's insecurity towards using the Internet because of safety risks. He wanted to address that at large and therefore introduced two projects to increase awareness "Safer Internet" and "Be-Aware Beware" for school children in cooperation with ISOC-LK and Chamber of ICT.

He currently holds the position of Media Secretary to the Honorable Governor of Uva Province of the Democratic Socialist Republic of Sri Lanka where he could not only utilize but also promote the concept of multi-stakeholdership in his professional engagements, including media and governance.

Ireen Sultana Asia Fellow IGF Academy



Ireen Sultana is a strong vocal activist in the Bangla blogosphere. As a columnist, she writes for www. bdnews24.com, the first online citizen journalism-

based newspaper in Bangladesh, as well as in the daily *Samakal* and www.banglatribune.com. Her articles center on war criminals of 1971 and women's rights. In the last five years, Ireen has been contributing to helping citizen journalism thrive in Bangladesh. She plays a leading role in capacity building, conducting workshops and publishing books and multimedia on experiences of citizen journalism. She has also initiated *Nagar Nabya*, a regular printed publication of blog.bdnews24.com on selected blog posts about citizen journalism.

Ireen is a poet and her first book *Golito Jochhnae Plabito*Nagare Ishwar was published in 2014. She has illustrated numerous book covers published in Amar Ekushey Book Fair. She publishes her poetry also in Braille for which she is associated with Sporsho Braille Prokashona.

Ireen has an ICT academic background and more than ten years of experience working with ICT platforms.

Sonam Tenzin Asia Fellow IGF Academy



Sonam Tenzin is from Bhutan. He has completed his undergraduate and postgraduate studies in Information Communications Technology in

India and Australia. He currently works for the Department of Information Technology & Telecom under the Ministry of Information and Communications.

He has been involved with national ICT private sector development initiatives, and was program manager for a number of projects and program funded by the Royal Government of Bhutan, ADB, ESCAP, SAARC Development Fund, Gol and many others. He also plays an active role in solving Internet governance issues in Bhutan.

Mya Thwin Asia Fellow IGF Academy



Mya Thwin is a passionate entrepreneur and IT professional who resides in Myanmar. Currently, he serves as the Managing Director for FMK Group, a Myanmar-

based investment and ICT consulting firm that offers various IT solutions. Mya is also the founder of the Myanmar E-Learning Institute.

Throughout the span of nearly a decade, Mya has acquired extensive expertise in the IT world and beyond. Most notably, he established numerous successful ventures and effectively worked in a multitude of industries. He even worked for Fortune 500 companies and the United Nations.

Mya's primary specialties lie in system analysis, project management, human networking, ICT localization, program management, international relations, business strategy, capacity building, and much more.

Mya Thwin holds a Master of Science in Computer
Engineering from Kyung Hee University in Korea and a
Bachelor of Science in Computer Science from Assumption
University in Thailand. He is also multilingual and speaks
English, Myanmar, Thai, Chinese and Korean fluently.

Mohammad Kawsar Uddin Asia Fellow IGF Academy



Mohammad Kawsar Uddin has been in the ICT industry since 1999 and is well known in Bangladesh as an ICT journalist. Currently, he is

General Secretary of the Internet Society Bangladesh Dhaka Chapter.

He is an executive member and former president of the Bangladesh ICT Journalist Forum (BJJF). BJJF is working for the development of science, for the ICT movement in Bangladesh and to stimulate and facilitate the growth structure of the sector. He is also Joint Secretary of the Bangladesh Science Writers and Journalists Forum (BSWJF), a member of the World Federation of Science Journalists (WFSJ). He is also a member of the Bangladesh Computer Society, the government-approved association for ICT professionals in Bangladesh, and a member of the Bangladesh Open Source Network (BdOSN). He is one of the founding members of the Internet Society Bangladesh Dhaka Chapter and played an important role in rejuvenating it

He also has several professional affiliations with international organizations like the International Institute for ICT Journalism and the Asia Media Forum. He played an important role in producing and publishing news and features that would give a general audience a better understanding of Internet-related issues.

Mohammad has participated in several conferences and workshops around the world to develop his leadership and technical skills; he always shares his experience and knowledge with the community.

Samten Yeshi Asia Fellow IGF Academy



Samten Yeshi worked as a bilingual reporter with Bhutan's national daily newspaper *Kuensel* prior to joining Shejun Agency for

Bhutan's Cultural Documentation and Research as a program manager. He worked as a bilingual reporter for about seven years, covering a wide range of topics, mostly reporting on political, business and cultural beats, writing both for the English as well as the Dzongkha Kuensel issue. While with Kuensel, he served as bureau correspondent in Southern and Central parts of Bhutan.

He also represented Bhutan in the SAARC media delegation to China in June 2009 and he was the first journalist from Bhutan to receive the Chevening scholarship for South Asia Journalism Program (SAJP) in 2013. While in London on his Chevening scholarship, he interned with BBC online for a week and another week with BBC's world radio. He initiated and developed a website for Dzongkha Kuensel, which was a contribution for Bhutan's oldest newspaper. Until then Kuensel did not have a website in Dzongkha. While working with Shejun since August 2013 towards preserving and promoting Bhutanese tradition and culture, he also continues to be a freelance journalist, active as social media enthusiast blogging at http://saamyspeaks.blogspot.com and tweets regularly at @SumsSaamy. He also maintains Facebook pages and groups that are of public interest, such as a group to promote Bhutan's national language, Dzongkha.



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About iRights e.V.

iRights is a non-governmental organization based in Berlin. Consisting of iRights e.V., a charitable non-profit, and the independent think tank iRights.international, the organization has been active at the intersection of digitization and society for more than ten years. The iRights.info online platform, one of Germany's premier resources for information and discussions on copyright, privacy, media freedom and Internet governance issues, was added in 2005. We develop joint projects and provide research and consultancy for a wide range of stakeholders: foundations and other NGOs, government and public entities, private companies, academic institutions and individuals. Our mission: To harness the opportunities of digitization for the promotion of democracy and the public good. Our approach: We offer our expertise and create spaces for the cooperative development of practical outcomes and solutions.



About LIRNEasia

LIRNEasia is a not-for-profit, pro-poor, pro-market think tank with research focus across the emerging Asia Pacific. We engage in work aligned with our mission which is to catalyze policy change (through research) with the intent of improving people's lives. In most cases this is carried out by facilitating their use of hard and soft infrastructures through the use of knowledge, information and technology. Our aim is to take research to policy so that policy outcomes are evidence-based and within the local context. Capacity building is a cornerstone of our activities because we think enlightened policy makers are a necessary condition of defining policies that bring about positive change. LIRNEasia has been in operation for 12 years. Our research has contributed on many occasions to the removal of barriers to access of ICTs for the people of Asia.



About APC

The Association for Progressive Communications (APC) is an organization and network with 50 organizational members in 36 countries, with its chief operating office in Johannesburg, South Africa. APC's vision is that all people have easy and affordable access to a free and open Internet to improve their lives and create a more just world. Its mission is to empower and support organizations, social movements and individuals in and through the use of information and communication technologies (ICTs) to build strategic communities and initiatives for the purpose of making meaningful contributions to equitable human development, social justice, participatory political processes and environmental sustainability.

For more information, please visit: https://www.icann.org/





The Center for International Media Assistance (CIMA) is an initiative of the National Endowment for Democracy (NED) in Washington, DC. The center works to improve the effectiveness of existing media development efforts by conducting research and bringing together a broad range of experts to share their experiences. CIMA's mission is based on the conviction that free and independent media play an indispensable role in developing sustainable democracies around the world.



About ICANN

ICANN's mission is to help ensure a stable, secure and unified global Internet. To reach another person on the Internet, you need to type an address into your computer or other device – a name or a number. That address must be unique so computers know where to find each other. ICANN helps coordinate and support these unique identifiers across the world. ICANN was formed in 1998 as a not-for-profit public-benefit corporation and a community with participants from all over the world.

For more information, please visit: https://www.icann.org/



The IGF Academy

The global dialogue on Internet governance and policy issues needs informed global voices and the support of leading experts. The IGF Academy elects Fellows and works with them to create or enhance national Internet governance forums. Renowned Internet governance experts mentor IGF Academy Fellows and the activities of the Academy provide a platform for peer-learning and networking among experts locally, regionally and globally. IGF Academy Fellows take part in regional workshops with peers from other countries and are supported to participate in the United Nations Internet Governance Forum (IGF). The approach of the IGF Academy is to support local Internet governance structures and to actively contribute to (cross) regional and global dialogue on critical Internet policy issues.



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