Consultancy proposal
Bridging the Information and Communications Technology and Library Worlds: Stakeholder Analysis and Advocacy Framework

Submitted by
The Kickstand Consortium
17 July 2009

The Kickstand Consortium hereby submits the following consultancy proposal in response to the request for proposals of 25 June 2009 on Bridging the Information and Communications Technology and Library Worlds: Stakeholder Analysis and Advocacy Framework. For further information, please contact the project lead.

The Kickstand Consortium is comprised of:
- Teresa Peters, Kickstand Consulting LLC
- Tekla Nachbar, Kickstand Consulting LLC
- Anriette Esterhuysen, Association for Progressive Communications
- Karen Banks, Association for Progressive Communications
- Mike Jensen, independent consultant

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ANNEX 2 (attached separately): Detailed workplan and budget
A. Review of the outlined Scope of Work

We assume that this consultancy project is framed by the purpose, background and expectations articulated in the RFP, thus we have not recapped those points here. However, we would like to highlight a few points for clarification or adjustment in the articulated scope of work, which we believe will help Global Libraries to better meet its objectives.

- The RFP noted the foundation’s desire to fund and implement activities that will push donor agencies, other entities that fund ICTs, or nongovernmental organizations that implement development activities to broaden their consideration of libraries as platforms for their ICT efforts. We want to confirm that this covers policy-makers at the local, national and international level, which are important actors in the field.

- The RFP states that the foundation’s primary aim is to enhance the financial sustainability of its country-wide library investments; with a secondary aim to persuade key stakeholder organizations to consider libraries in their ICT efforts outside of the countries where Global Libraries currently invests. If we are selected to conduct this work, we would want to clarify the prioritization (and weighting) of these goals, especially to fully understand the extent to which the secondary goal influences this consultancy.

B. Our approach

We will approach both the stakeholder analysis and the advocacy framework from the perspective of building the capacity within libraries to co-operate with one another, and with actors from the ICT sector over the longer term in order to ensure that the importance of libraries is recognised and considered in policy and resource allocation, from development assistance sources (bilateral/multilaterals, NGOs and private foundations), to government and the private sector.

We will tackle the work with a phased approach: (1) Dual purpose activities that serve both phases, (2) stakeholder analysis phase, and (3) advocacy framework phase. We will undertake activities as outlined below. The attached workplan spreadsheet details the tasks and timeframe, and shows how these tie to human resource allocations, deliverables, and budget.

(1) Dual purpose activities for both phases

- Clarification of overall project framing with client, set direction
- Brainstorming and consultation at IFLA (Milan): members of consulting team, GL team, GL grantees, GL partners, and other experts
- Project team meeting, after stakeholder analysis results are in
- Interviews of GL program officers
- Interviews of GL grantees (in conjunction with program officers)
- Interviews of GL key partners and other organizations
- Interviews of experts in the field and local ICTD stakeholders in relevant countries
- Meeting prep, progress reports, communications, project management, etc.

(2) Stakeholder analysis phase

- Develop research plan
- Review previous/existing research/sources
- Desktop research
- Create list/ database
- Write narrative report
- Prepare and submit drafts (formatting, copy edit, cover note, etc.)
- Review, revise, finalize
- Submit finals and review work with client

(3) Advocacy framework phase
- Research on ICTD and library communications channels -- current and potential -- with analysis of strengths and weaknesses
- Review of materials and reflection; prepare short thought piece to frame workshop with GL team
- Review of current foundation/GL thinking on advocacy
- Review current capacities and experience in advocacy among grantees
- Reflect on interviews
- Reflect on stakeholder analysis
- Hold workshop with GL team and others (in Seattle) for strategic communications exercise: what messages, how to reach them, advocacy goals, measurement objectives
- Draft advocacy needs and capacity assessment of GL grantees (and developing country libraries more generally), including review of real and perceived barriers to ICTD connections
- Collect useful advocacy tools to share with GL and GL grantees, adapt as needed
- Draft advocacy framework for GL grantees and accompanying parts
- Draft advocacy report to GL program / foundation
- Develop and draft measurement framework
- Prepare and submit drafts (formatting, copy edit, cover note, etc.)
- Review, revise, finalize
- Submit finals and review work with client

How we will collect the information requested
We will gather additional information and interact with key partners through:
- A meeting of key stakeholders at the beginning of the process (related to the IFLA conference)
- Telephone interviews
- Email questionnaires
- Workshop with the GL team in Seattle
- A feedback meeting

We would conduct the following processes to complete the work described above:
- Desktop background research and information collection, (including web, email and telephone research) to gain contextual perspectives and look at similar efforts in the field, and to identify potential funders and actors. This will include a literature/materials review and some face to face interviews where opportune.

- A project team working session, early in the process, is an essential part of how we will take this project forward. Once the early stakeholder analysis is in, we will meet in London for a power session to pull together our collective experience in the field to advance the work quickly in the short timeframe available.

- Capturing advocacy framework in writing, including analysis of options, drafting, review, and revision.
Feedback and interaction, including working closely with the GL Team and consulting with representatives from the partner initiatives as needed and appropriate (CIS, IDRC, eIFL, etc.), notably to understand current thinking about GL advocacy needs.

We will need:
- Access to people and information
- Participation from key stakeholders who will need to give input, review drafts, provide feedback, participate in discussions, etc. The Consortium will exploit its members close relationships with many funders, development agencies and other stakeholders to quickly obtain credible information.

Overall, the organizational focus will cover:
- Multilateral organizations
- Bilateral donors
- Foundations
- Regional organizations (such as the European Union)
- International organizations associated with Universal Service Funds (such as the International Telecommunications Union)
- Multinational corporations with philanthropic programs
- Non-governmental organizations that implement ICT programs (such as the members of NetHope, HIVOS, IICD, APC, etc.)
- Academic institutions supporting research – especially action research – in the use of ICT that could conduct work in library venues

We will analyze key Global Libraries Initiative partners, as well as other organizations, to identify roles that may be ideally suited to these organizations, to help the foundation more effectively conduct the identified advocacy activities. Organisations will include the below and others identified during the course of the project:
- International Foundation of Library Associations (IFLA)
- U.N. Education, Scientific, and Cultural Commission (UNESCO
- International Development Research Centre (IDRC
- Center for Information and Society (CIS), University of Washington
- Electronic Information for Libraries (eIFL)
- TechSoup
- Mortenson Center for International Library Programs, University of Illinois
- The Construction & Development Partnership (Waterloo Partnership/Equiano Centers)
- The Commonwealth of Learning (COL)
- Bogle Pratt International Library Travel Fund

C. Deliverables
We will produce the following deliverables as the outputs for this project:

(1) Dual purpose activities for both phases
1a Recap of detailed project parameters: As needed to inform team
1b Meeting notes: Highlighting themes and conclusions
1c Detailed framing for work: Based on early stakeholder analysis and IFLA brainstorming, to share with client and direct work
1d **Recap of themes that emerged from interviews**: Recap and reflections on "what we heard"

2. **Stakeholder analysis phase**

2a **Stakeholder analysis research plan**

2b **List of key stakeholder organizations** that invest in the expansion of ICT access in developing and transitioning countries: Covers organizations that invest in the integration of ICT in sector-specific development activities, including:

(i) Detail on the ICT-specific missions, primary activities, and levels of financial resources, including the extent to which ICT work is a centralized function or embedded in other organizational units

(ii) Identification of units and contact information for individuals that can serve as entry points

(iii) Review of how they currently view the role of libraries in ICT access, assessment of interest in supporting libraries, and roles that libraries play in the current ICT efforts

2c **Narrative report to accompany the list**: Including recommendations on which stakeholder organizations (and especially funders) that libraries should prioritise

3. **Advocacy framework phase**

3a **Short thought piece to frame discussion for GL workshop**

3b **Short report on state of advocacy needs and capacity among GL grantees (and developing country libraries more generally)**: Considers what libraries need to be able to engage effectively in advocacy over the longer term -- strategy, capacity-building, leadership development, planning, understanding barriers -- with suggestions for building capacity and establishing networks and processes that will enable and encourage libraries to undertake targeted advocacy over the longer term

3c **Advocacy framework for GL grantees (and developing country libraries more generally)**: Compendium on advocacy targeted to GL grantee needs and developing country libraries, outlining an advocacy rationale and advocacy approaches appropriate to support GL grantee programs, with useful reference materials and tools, and recommendations. The framework would include:

(i) A list of the most important communications channels—including events, publications, and other similar resources—for cost-effectively and efficiently interacting with key stakeholder organizations.

(ii) Recommendations on the best messages for communicating to key stakeholder organizations on the value that libraries could provide to their ICT efforts

(iii) Suggestions about new communications methods (meetings, publications, selective use of the foundation’s voice, etc.) that the foundation could create to more effectively communicate with specific key stakeholder organizations.

(iv) Reflections on the best way to reach policy makers who influence or make decisions related to ICT spending and government implementation. E.g. Ministries/departments of finance, development, information and communications.

3d **Advocacy report to the GL program**: Covers the points outlined for the GL grantee advocacy framework, except with GL-level and foundation-level approach in mind, includes

(i) Analysis of opportunities for work with/through key partner organizations

3e **Basic framework for measuring the effectiveness of the GL advocacy efforts**
The attached workplan spreadsheet shows how our deliverables tie to our tasks, timeframe, human resource allocations, and budget. The results of our work will be communicated to the designated officer at the Bill & Melinda Gates Foundation who will sign off on delivered work and will be responsible for internal dissemination.

D. Budget

We estimate this project will cost a total of $134,496. The following budget summary outlines our estimates according to budget category. A detailed budget is provided in the attached spreadsheet. These estimates represent “up to” amounts, and charges would be billed according to actual work performed. Budget figures are negotiable, and may be adjusted depending on the final discussion to set project parameters.

1. Staff expenses $99,760
2. Experts $1,600
   Subtotal $101,360
3. Overhead (10%) $10,136
   Total professional fees estimate $111,496
4. Travel costs $22,500
5. Workshop expenses $500
   Total expenses estimate $23,000
   TOTAL $134,496

E. Organizational experience and staffing

The Kickstand Consortium team

The Kickstand Consortium is a team of global experts in ICTD, libraries, and advocacy that has been established for collaborative work on this project. We also offer the advantage of familiarity with the Bill & Melinda Gates Foundation, Global Libraries, its grantees, and its key partner organizations. Team member roles and assignments are outlined below, with a brief description of the particular experience each brings to this project. Team member biographies are provided in Annex 1, and more detailed curriculum vitae are available upon request.

Teresa Peters, Kickstand Consulting LLC: Overall project lead
Oversees research, analysis, and framework development:
- Leads communication with client and consulting team to shape project parameters and set direction
- Facilitates consulting team meetings and project workshops
- Reviews and provides substantive input to all project processes and outputs
- Provides final review and edit of all project outputs

Because of her deep familiarity with Global Libraries, its key partners, and the field, Teresa will have primary responsibility to ensure connections are made among GL goals and program needs, strengths of GL partner organizations and other important actors, and the practical, global field expertise in ICTD and advocacy that our Consortium consulting partners bring.
Tekla Nachbar, Kickstand Consulting LLC: **Project manager, research support**

Project manager:
- Primary liaison between consulting team and GL staff members, GL key partners, and GL grantees (via program officers)
- Coordinates communication and provides regular updates to foundation
- Tracks timeline
- Schedules team meetings and workshops
- Provides copy-edit and final polish on all deliverables, and sends to foundation
- Solicits and incorporates feedback on drafts from foundation staff and other reviewers

Research contributions:
- Leads on interviews of GL team and assists with grantees, collating themes and needs
- Substantive input to advocacy framework and communications materials with GL lens

A GL alumnus, Tekla’s first-hand experience and solid reputation working with GL, its grantees, and key partners makes her perfectly-suited to the project manager role, where she can apply the advantage of understanding GL grantee culture, processes, and relationships and her knowledge of the field.

Anriette Esterhuysen, Association for Progressive Communications (based in South Africa): **Advocacy lead, research support**
- Collects information on communications channels and advocacy tools
- Coordinates and conducts interviews with key stakeholders
- Analyzes and proposes options for framing a GL approach
- Manages advocacy/ strategic communications workshop
- Leads on drafting for advocacy materials
- Provides expert review and feedback on stakeholder analysis

Karen Banks, Association for Progressive Communications (based in UK): **Advocacy advisor**
- Partners with advocacy lead in drafting of advocacy materials
- Reviews and provides substantive input to all advocacy outputs

Anriette and Karen’s combined 30+ years of global field experience to help organizations working in the ICTD space put advocacy to work for them is a core asset of the Kickstand Consortium team. Anriette’s background as a librarian – including having served as a member of a high-level advisory group to assist with the GL strategy refresh in 2008 – is another example of where our expertise spans the ICTD and library worlds.¹

Mike Jensen, independent consultant (based in Brazil): **Research lead, advocacy support**
- Reviews and analyses existing material on ICT stakeholders
- Develops research design for stakeholder analysis
- Coordinates and conducts interviews with key stakeholders
- Conducts analysis drafts narrative report
- Assists with drafting other key materials

¹ APC also serves as a fiscal agent for a Bill & Melinda Gates Foundation Global Development grant in South Africa, working with the agriculture team on and ICTD project.
Mike’s long standing work advising dozens of development agencies over the last two decades combined with recent work to scan the ICTD landscape for the Global Knowledge Partnership (GKP) will inform his inputs to this project. And, as others on the team, his history as an advisor to the Global Libraries and Agriculture programs on technology aspects also gives us a head-start.

**APC research team** will be assigned as required to support research:
APC’s research team represents a global reach with deep ICTD experience, and includes three librarians. We would draw in the following field-based researchers as needed to cover regional focus areas with local knowledge and experience:
- Karel Novotny (Uruguay) – responsible for research in Central and South America
- Celeste Cinco (Philippines) – responsible for research in Asia
- Emilar Vushe (Zimbabwe, South Africa) – responsible for research in Africa
- Milena Bokova (Bulgaria) – responsible for research in E. Europe

The team will be responsible for:
- Review and analysis of existing material on ICT stakeholders
- Conducting desk research
- Conducting interviews
- Compile information in database and narrative form

**PR and communications expert:** We will draw on the expertise of a public relations and communications expert to advise on the advocacy framework development with an independent lens.
ANNEX 1: Team bios

Biographies for all Kickstand Consortium members are provided below. More detailed curriculum vitae are available upon request.

- **Kickstand Consulting LLC**
  - Teresa Peters
  - Tekla Nachbar

- **Mike Jensen**

- **Association for Progressive Communications**
  - Anriette Esterhuysen
  - Karen Banks
  - Karel Novotny
  - Cheekay Cinco
  - Emilar Vushe
  - Milena Bokova

**KICKSTAND CONSULTING LLC**

Kickstand is a small consultancy practice that helps organizations with a social mission to advance their work to combat poverty, protect the environment, improve health, and enrich education in developing countries and marginalized populations. Launched in January 2009, Kickstand offers deep international expertise gained from years working as practitioners and funders, as well as a strong network of collaborators. We have experience in the library community, and specialize in the use of information and communications technologies for development. We work collaboratively with the organizations we serve. Examples of the work we do include:

- Conduct objective evaluations to capture learning, gauge progress, and inform expansion of development programs and technology deployment
- Conduct research and analysis of opportunities, issues, and challenges
- Develop and support implementation of strategies for fundraising, partnerships, and advocacy
- Design effective program monitoring and impact assessment methods
- Author/co-author reports, position papers, website content, proposals
- Plan and facilitate outcome-focused workshops and conferences

**Teresa Peters**

As the CEO of Kickstand Consulting LLC and founder of bridges.org, Teresa Peters works to promote the effective use of information and communications technology and practical, user-focused strategies for socio-economic development. Teresa is a lawyer with a background in technology, policy, and development, and experience as a funder, practitioner, and policy-maker. She is an active voice in the global conversation on the use of technology to achieve social goals, working in developing countries and disadvantaged communities in Africa, Europe, Latin America, and North America.

Recently, Teresa was a Senior Program Officer with the Bill and Melinda Gates Foundation, where she worked on the Global Libraries program. As a senior member of a 13-person team on this $328M initiative to bring effective, sustainable public access to ICT in developing-country libraries, Teresa developed a vision and brought ideas that form core tenets of the program. She oversaw strategies, budgets, and contracts, and led grantmaking in Africa, the Middle East and the Americas. She was also responsible for key program components, including research and impact planning and assessment. In 2008 she
participated as a member of a core team that briefed foundation leadership on the state of ICT in development.

Prior to joining the Gates Foundation, Teresa founded and led bridges.org, an award-winning nonprofit organization in Africa, working on ICT development, research, and policy. Previously, Teresa was an official at the Organization for Economic Cooperation and Development (OECD) in Paris, where she led the efforts of the Committee on Information, Computers and Communications Policy in authentication, cryptography and security of information systems. In 2003, the World Economic Forum named her a Global Leader of Tomorrow. A native of Ohio, Teresa holds a J.D. from Washington College of Law at American University and a B.A. in Anthropology from Ohio State University.

Key projects include: Botswana Sesigo Project (bringing public access to ICT in libraries) (2009), Study on the Impact of Public Access to ICT (led by the Center for Information & Society, 2009) E-Ready for What? E-Readiness in Developing Countries: Current Status and Prospects toward the Millennium Development Goals (2005); Comparison of Free/Open Source and Proprietary Software: Optimizing Community Access to ICT in Africa (2005); Collaboration on International ICT Policy for East and Southern Africa, a program to help African stakeholders engage more effectively on international ICT policy-making processes that affect them (in collaboration with Makerere University Law School and Harvard University’s Berkman Center, 2005); a project to help the computer science departments of the University of Cape Town and the University of the Western Cape build an academic policy for connecting technical research with real community needs and ICT policy-making processes (2005); Evaluation of the SATELLIFE PDA Project: Testing the use of handheld computers for healthcare in Ghana, Uganda, and Kenya (2003); OECD Cryptography Policy Guidelines (1997); OECD Ministerial Declaration on Authentication for Electronic Commerce (1998); OECD Project on Illegal and Harmful Content on the Internet (1999).

Tekla Nachbar
Tekla Nachbar is a consultant working in the area of information society, technology, social innovation, and development. A non-profit sector professional with a passion for social issues, her current projects include revitalizing international NGO bridges.org and exploring the issue of immigration and related discrimination. Tekla has a diverse background in the non-profit and private sectors, including experience with information and communications technologies and international grantmaking. As an Associate Program Officer with the Bill & Melinda Gates Foundation’s Global Libraries initiative, she was responsible for the Access to Learning Award and other key grants. She also led efforts to improve operations and supported core program design, including in the area of impact assessment. Prior to joining the foundation, Tekla worked as a project manager for Adobe Systems, where she coordinated multi-national projects to improve online customer care and technical support systems around the world. Tekla is well skilled in project management, marketing and communications, and facilitation, and brings an analytic approach to organizations and business processes based on practical experience in philanthropy and development. She has lived and worked in South America and speaks Spanish. Tekla holds a B.A. in History and a secondary teaching certificate from the University of Colorado, Boulder.

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Mike Jensen
Mike Jensen co-founded one of Canada’s first Internet Service Providers in 1987 and since then he has acted as an independent ICT consultant assisting in the establishment of information and communications systems in developing countries. Having worked in 40 African countries, as well as in Sri Lanka and Brazil, he provides advice to international
development agencies, the private sector, NGOs and governments in the formulation, management and evaluation of their Internet and telecommunication projects. Often acting as a resource person and public speaker on their behalf at international meetings, he focuses on policy and technology developments in national and rural telecommunication projects, community access, fibre, wireless and satellite infrastructure.

Mr. Jensen's recent clients include the World Bank, the International Telecommunication Union, Africa Finance Corporation, the Canadian International Development Research Centre (IDRC), the International Telecommunications Union, UNESCO and the Bill and Melinda Gates Foundation. He is also a member of the International Advisory Board for the Netherland's International Institute for Communications and Development (IICD), a board member of the South African Internet service provider for NGOs - SangoNet - and was a member of the African Conference of Ministers' High Level Working Group which developed the African Information Society Initiative (AISI) in 1996.

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ASSOCIATION FOR PROGRESSIVE COMMUNICATIONS
The Association for Progressive Communications (APC), established in 1990, is an international network of civil society organisations dedicated to empowering and supporting groups and individuals working for peace, human rights, development and protection of the environment, through the strategic use of information and communication technologies (ICTs), including the internet.

APC does policy advocacy, research, capacity development and networking building in three programme areas: communications and information policy, strategic technologies and network development, and, women's networking support. We leverage strategic linkages between national, regional and global advocacy. Our strength lies in the combined knowledge and experience of our membership (a mix of southern and northern organisations) and our professional staff. APC has 52 members in 37 countries and a staff team of 24 individual based in 11 countries. APC works collaboratively with our members and partners. Significant projects include:

Advocacy:
- CATIA (Catalysing Access to ICTs in Africa) 2004-6 – APC coordinated national advocacy campaigns in six countries funded by DfID that successfully transformed policy and regulation that impacted directly on access to ICTs through, for example, legalising VOIP (Voice over internet protocol).
- APC ICT policy curriculum, a modular set of materials for trainers to use in building advocacy skills and an understanding of ICT policies among civil society organisations and community actors in developing countries.
- CICEWA and CILAC (Communication for Influence in East and West Africa, and Communication for Influence in Latin America and the Caribbean) 2008-9: Building research and advocacy networks that can effectively channel research outcomes into advocacy for better access to the internet.

Learning and evaluation:
- GEM (Gender Evaluation Methodology)
- Building Communications Opportunities Impact Study

Research:
- Study for Sida (Swedish Agency for Development and Cooperation) on the use of ICTs for democracy in East Africa (2009)
- Unbounded possibilities: Observations on sustaining rural ICTs in Africa (2008)

APC is incorporated as a not-for-profit under section 501(c) (3), Public Charity Status 170 (b) (1) (A) (vi) State of California, USA and has consultative status with the United Nations' Economic and Social Council (ECOSOC).

APC has worked on consultancies and commissioned projects for the Swedish Agency for Development and Cooperation (Sida); the International Development Research Centre; the World Bank; the United Nations Development Programme; IBM; Food and Agricultural Organisation (FAO); Privacy International and the Global Knowledge Partnership, among others.

Anriette Esterhuysen
Prior to joining APC as executive director in 2000 Anriette was executive director of SANGONeT, an internet service provider and training institution for the development sector in South Africa. She has worked in ICT for development and human rights advocacy since the late 1980s when she worked as a communications officer and librarian at the South African Council of Churches and firmly believes that access to information is a primary driver for development and social justice. She is a founder of Women'sNet in South Africa and 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. Since the late 1990s she has played a leading role in advocating human rights and affordable access to ICTs in several global and regional ICT policy processes. Anriette holds a B.A. in with majors in sociology and history of music and completed post-graduate qualifications in information science and librarianship, and, musicology.

Karen Banks
Karen started out as a techie, helping African and Asian organisations connect with the APC's London-based email network in the early 1990s. A native Australian, she currently lives in the UK. Karen is the manager APC's strategic technologies and network development programme. She is a Director of GreenNet, a small non-profit ISP in London, and founding member of the Association for Progressive Communications. In 1993, along with other women colleagues from the APC, she formed the APC Women's Networking Support Programme, which led an all women team of 40 to the UN Fourth World Conference on Women in 1995, where they provided email and web access to over 10,000 delegates. She coordinated the APC WNSP from 1996 to 2004. She coordinated APC's participation in the WSIS (World Summit in the Information Society). She is currently a trustee of Privacy International (an international privacy rights and civil liberties watchdog based in the UK). She was a member of the WSIS Working Group on Internet Governance (WGIG) and was awarded the Anita Borg Social Impact Award with the APCWNSP in 2004.

APC researchers will be drawn on as needed:

Karel Novotny – Czech Republic, Uruguay
Karel Novotný is responsible for knowledge sharing projects in APC's Strategic Technologies and Network Development Programme. Karel represents APC in the Itrainonline.org
partnership that is behind the Itrainonline.org portal project – an online repository of training resources on ICTs for civil society organizations and activists. He also collaborated on the development of one of the modules for the Information Management Resource Kit (www.imarkgroup.org).

Karel completed a degree in sociology at Charles University of Prague, Czech Republic, and did further studies and research at the George Washington University (Washington DC) and at El Colégio de la Frontera Norte (Tijuana, Mexico). A Czech-speaker he is also fluent in English and Spanish.

Cheekay Cinco – Philippines
Cheekay Cinco is currently a Project Coordinator in APC's Strategic Technologies and Network Development Programme. She is also an ICT trainer focused primarily in building the capacities of communities that do not have access to adequate training on the strategic and creative ways to adapt technologies for advocacy and for the developing world context. Previously she worked on developing APC's Gender Evaluation Methodology (GEM) for Internet and ICTs. She has also worked with telecentres in India, community information projects in Bangladesh, and other development-focused ICT projects in the region. Prior to joining APC Cheekay worked for the Asian Women's Resource Exchange (AWORC), a network of women's resource centres and ICT-focused organisations as project administrator and website manager.

Cheekay holds a degree in Library and Information Science from the University of the Philippines from 1995 to 1998, which has led to her work from 1999 to 2001. She serves on the board of the Tactical Technologies Collective.

Emilar Vushe – Zimbabwe, South Africa
Emilar Vushe began her career as a Research and Information Assistant with the Media Monitoring Project Zimbabwe (MMPZ) – a human rights NGO in Zimbabwe. She subsequently became MMPZ’s Research and Advocacy Officer where she was responsible for the Public Information Rights programme. Emilar later joined Media Monitoring Project (South Africa) as a Media Researcher and did projects on HIV/AIDS, gender, racism, ethnicity and elections focusing mainly on community newspapers and the electronic media. She holds an honours degree in Library and Information Science from the National University of Science and Technology.

Milena Bokova – Bulgaria
Milena Bokova works in the fields of environmental sustainability and civil society development. She provides consultancy on renewable energy projects development to civil society organisations (CSOs) and private companies. She also evaluates environmental CSO projects. Milena is a member of a few consultative bodies national level in Bulgaria, e.g. "CIVICUS research on the CSOs in Bulgaria", 2008-2009 and "Development of a Web 2.0 on-line database of Bulgarian NGOs", 2009. In 2008 Milena participated as an ICT practitioner in a public discussion of the Bill and Melinda Gates Foundation Global Libraries initiative in Bulgaria.

Prior to her current activities, she worked as an Executive Director of APC member in Bulgaria, BlueLink Information Network - an umbrella CSO of the Bulgarian environmental activists. She helped the network to develop and become the major ICT provider not only to environmental activists, but also to other sectors, like gender, volunteers, people with disabilities and community development. Milena co-authored the Bulgarian reports in APC's Global Information Society Watch report in 2007 and 2008. She is the author of a compilation on sustainable CSO projects in Bulgaria called "Our Impact". In 2008 she
participated in an international research project into implementation of the EC Structural Funds in Central and Eastern Europe.