Association for Progressive Communications
Organisational Profile
July 2014

1. About APC

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, improved governance, development and environmental sustainability, through the strategic use of the internet and other information and communication technologies (ICTs).

a. APC mission, vision and theory of change

APC's mission is to empower and support organisations, social movements and individuals in and through the use of 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.

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." We believe that the internet should be a public space that enables the free flow of information, sharing and learning, and with freedom of expression and association guaranteed. APC's vision statement was agreed on by APC members in 2001, but is rooted in the goals and objectives of APC's founding in 1990. To achieve this vision, we identified six outcome areas[1] in which we need to achieve certain changes.

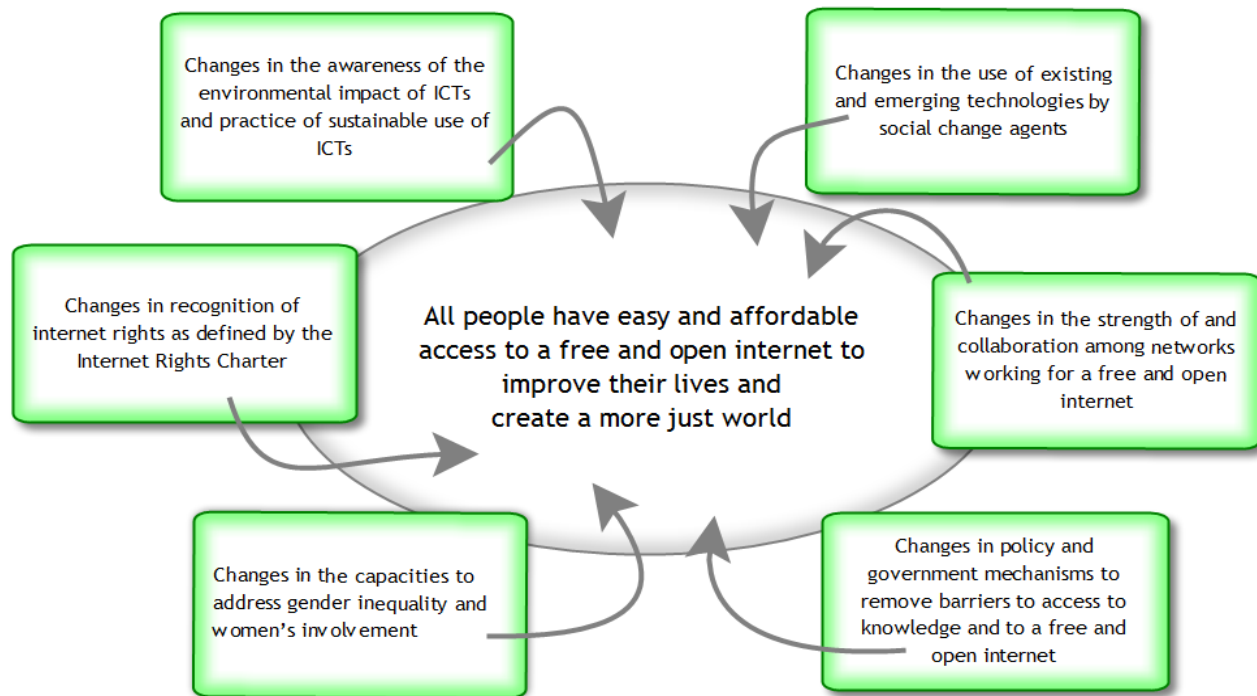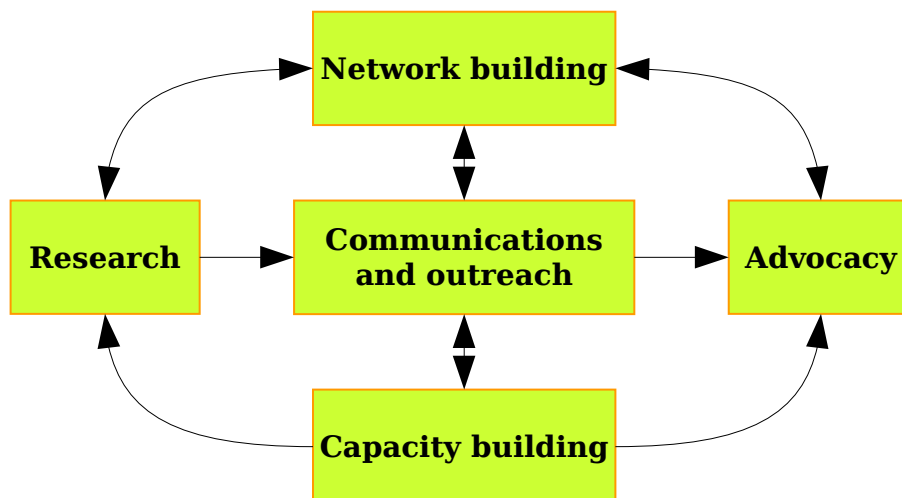*Illustration 1: The APC vision is achieved with six outcome areas, which were identified in a network-wide activity in 2001.*

To achieve these changes, APC engages in five activity areas: research, advocacy, network building, capacity development and strategic communications and outreach (which includes

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[1] Developed on March 20 2008, at the Slimbridge management meeting and updated with board input in July 2008.

communicating research results and developing information, tools and resources when needed).

These activities reinforce each other. For example, research will generate information resources that are used to influence policy outcomes, or learning materials used in capacity building interventions.

Drawing 1: APC's Theory of Change describes the ways in which our activities, together, achieve outcomes.

b.   APC's values

These values and beliefs inspired our founders and have not changed since our founding.

- Social equality and gender equality
- Local initiative, decentralised action, local ownership
- Open content: sharing of information in the public domain
- Open source application development: sharing tools in the public domain
- Maintaining a strong southern base and orientation in our work and membership
- Joint action and learning
- Peer support and community
- Collaboration and partnerships
- Inclusiveness and diversity
- Creativity and capacity building
- Democratic, accountable and transparent governance
- Appropriate and affordable ICT solutions, freedom of communications and information.

c.   World-wide membership

APC was established as an international membership network in 1990. Our strong mixture of southern and northern organisations, and their combined knowledge and experience of promoting and using ICTs at local, national and regional levels differentiates our network and our work from many others. Our value and uniqueness comes from the local perspectives and contact with grassroots organisations that we gain through our members.

A list of our current organisational members and affiliates is included in the next section, *APC Membership*.

Illustration 2: APC members in July 2014.

d.   Legal status, principle office and how APC works

APC is incorporated under section 501(c)3, Public Charity Status 170 (b)(1)(A)(vi) State of California, USA in 1998. In 2002 APC's board made a decision that it would be both cost effective, and in the interest of geographic diversity for APC to operate as a virtual organisation with its staff located in the regions where most of their work takes place. APC's staff of around 35 individuals work from around 16 countries. APC's principal office is located in Melville, Johannesburg, South Africa, where APC's executive director is based. APC makes extensive use of online information management systems in addition to a well-defined human resources manual and a very rigorous performance assessment process.

e.   APC and the United Nations

APC has worked closely with the UN since 1991 to facilitate remote participation by NGOs in UN summits and provide onsite training and internet access at major UN events[2]. APC has had Category One Consultative Status to the United Nations Economic and Social Council (ECOSOC) since 1995[3].

APC works actively in the following UN processes and forums to promote gender equality, equitable and affordable internet access, people-centred development and human rights on the internet: Committee on the Elimination of Discrimination Against Women (CEDAW), the Human Rights Council (HRC), the Commission for Science and Technology for Development (CSTD-UNCTAD), Economic and Social Council, the International Telecommunications Union and the Internet Governance Forum. APC is also actively engaged at regional level with the UN Economic Commissions in Africa and Latin America and the Caribbean.

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[2] http://www.apc.org/about/history/enabling-civil-society-policy-making (2000)
[3] APC's profile in the UN's database of NGOs http://esa.un.org/coordination/ngo/search/DisplayOrgInfo.asp?OrgID=636 (2012)

2. APC Membership

APC is a network as well as an organisation. APC members are groups and individuals working in their own countries to advance the same vision as APC. The members define APC's strategic priorities every five years. Part of APC's value and uniqueness come from the local perspectives and contact with grassroots organisations that we gain through our members and their contributions to project ideas and implementation. The development of a strong membership with consistent regional representation is APC's long-term priority. A membership working group made up of people from APC council, board and staff reviews new membership applications.

a.   APC organisational members in 2014

In July 2014, we had 44 organisational members in 33 countries, the majority located in the global south.

Country	Member Organisation	URL	Date joined
Africa			
Cameroon	PROTEGE QV	www.protegeqv.org	2007-03
Congo, Republic of	AZUR Développement	www.azurdev.org	2007-07
Egypt	ArabDev	www.arabdev.org	2003-09
Kenya	Arid Lands Information Network (ALIN)	www.alin.or.ke	2002-09
Kenya	Kenya ICT Action Network (KICTANet)	www.kictanet.or.ke	2008-05
Nigeria	Fantsuam Foundation	www.fantsuam.org	2001-04
South Africa	Community Education Computer Society (CECS)	www.cecs.org.za	2003-02
South Africa	Southern African NGO Network (SANGONeT)	www.sangonet.org.za	1993-08
South Africa	Ungana-Afrika	www.ungana-afrika.org	2005-03
South Africa	Women'sNet	www.womensnet.org.za	2003-07
Uganda	Collaboration on International ICT Policy for East and Southern Africa (CIPESA)	www.cipesa.org	2007-05
Uganda	Women of Uganda Network (WOUGNET)	www.wougnet.org	2005-05
Asia-Pacific			
Australia / Indonesia	EngageMedia	www.engagemedia.org	1998-07[4]
Bangladesh	Bangladesh Friendship Education Society (BFES)	www.bfes.net	2007-04
Bangladesh	Voices for Interactive Choice and Empowerment (VOICE)	www.voicebd.org	2006-06
Cambodia	Open Institute	www.open.org.kh/en	2008-05
India	Digital Empowerment Foundation (DEF)	www.defindia.net	2009-09
India	Society for Promotion of Alternative Computing and Employment (SPACE)	www.space-kerala.org	2013-07
Japan	Japan Computer Access Network (JCA-NET)	www.jca.apc.org	1998-11

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[4] EngageMedia joined APC in June 2010 when the membership was transferred from APC.au

Country	Member Organisation	URL	Date joined
Japan	Japan Computer Access for Empowerment (JCAFE)	www.jcafe.net/english	2006-10
Philippines	Foundation for Media Alternatives (FMA)	www.fma.ph	2003-06
South Asia	Bytes for All[5]	www.bytesforall.org	2004-09
South Korea	Korean Progressive Network Jinbonet	www.jinbo.net	2001-11
Thailand	Thai Netizen Network	www.thainetizen.org	2014-07
Europe			
Bosnia and Herzegovina	OneWorld Platform for Southeast Europe Foundation (owpsee)	www.oneworldsee.org	2007-08
Bulgaria	BlueLink Information Network	www.bluelink.net	2000-10
Macedonia	Metamorphosis Foundation	www.metamorphosis.org.mk	2007-03
Romania	StrawberryNet	www.sbnet.ro	2000-09
Spain	Pangea	www.pangea.org	2000-09
UK	GreenNet	www.gn.apc.org	2004-01
UK	Computer Aid International	www.computeraid.org	1990-05
Latin America and the Caribbean			
Argentina	Nodo Tau	www.tau.org.ar	2001-11
Argentina	Wamani	www.wamani.apc.org	1993-08
Brazil	Núcleo de Pesquisas, Estudos e Formação (Nupef)	www.nupef.org.br	2002-06 (2010-06)[6]
Chile	ONG Derechos Digitales	www.derechosdigitales.org	2013-07
Colombia	Colnodo	www.colnodo.apc.org	1994-07
Costa Rica	Sulá Batsú	www.sulabatsu.com	2008-04
Mexico	LaNeta	www.laneta.apc.org	1993-12
Paraguay	Asociación Trinidad Comunicación, Cultura y Desarrollo	Www.radioviva.com.py	2010-10
Peru	Centro Peruano de Estudios Sociales (CEPES)	www.cepes.org.pe	2003-10
Venezuela	Fundación Escuela Latinoamericana de Redes (EsLaRed)	www.eslared.org.ve	2005-04
North America[7]			
Canada	Alternatives	www.alternatives.ca	2003-11
Canada	Web Networks	www.web.net	1990-05
USA	LaborNet	www.labornet.org	2001-01
USA	May First/People Link	www.mayfirst.org	2009-01
USA	Institute for Global Communications (IGC)	www.igc.org	1990-05

b.   APC affiliates in 2014

APC has enabled individuals to affiliate with APC. We have been approached by many individuals who want such an affiliation as they share APC's values and support APC's policy

[5] Bytes for All is active in Pakistan and Bangladesh.
[6] Nupef formally joined APC in June 2010 when the membership was transferred from RITS
[7] Not including Mexico

positions in global, regional or national forums. This creates an opportunity for individuals from those APC members where organisational change has changed their institutional capacity, and therefore their ability to meet all the obligations of being an APC member, to remain affiliated to APC in this new capacity.

As of July 2014, APC has 21 affiliates in 19 countries as follows:

Country	Affiliate
Argentina	Javier Bellocq
Argentina	Roxana Goldstein
Bangladesh	Bazlur Rahman
Brazil	Michael Jensen
Brazil	Vera Vieira
Canada	Michael Gurstein
Colombia	Jorge Escobar Sarria
Czech Republic	Jan (Honza) Malík
DRC	Patience Luyeye
Ethiopia	Melaku Girma
France	Emma Reade
Gambia	Poncelet Ileleji
Germany	Jeanette Hofmann
Guinea	Serge Ziehi
Japan	Rafik Dammak
Netherlands	Rolf Kleef
Peru	Eiko Kawamura
South Africa	Towela Nyirenda Jer
Sudan	Rashid Saeed
Uganda	Florence Bakka
United States	Avri Doria

3.   Organisational structure

a.   A network and an organisation

We have a strategic action plan based on priorities developed by our members. The responsibility for taking our strategic priorities forward lies with the network and its members. The responsibility for implementing the strategic action plan lies with staff. The board is responsible for providing oversight, guidance and support to the executive director who leads this implementation process.

We work closely not just with our members, but also with multiple partners, to enable us to widen our reach, help support local institutions and build stronger, locally owned networks. APC has two programmes and several management systems for cross-cutting operational areas. The programmes are: Communications and Information Policy and Women's Rights.

APC Programmes

Women's Rights

Programme Manager
Senior Project Coordinators:
* Advocacy
* Women's Rights
Project Coordinators:
* GenderIT
* GenderIT Spanish Editor
* PARM & GEM Services Coordinator
* Women's Rights Project Associate

Communications and Information Policy

Programme Manager
Senior Project Coordinators:
* Internet Rights are Human Rights
* Africa Internet Policy
Support:
* Internet Rights Project Assistant

Management Systems

Strategic Planning and Resource Mobilisation

Finance, Administration and Human Resources

Evaluation and Learning

Executive Director
Deputy Executive Director
Finance Manager
Accountant
Project coordinators:
* Finance and Human Resources Associate
* Senior Finance Officer
* Executive Assistant and Resource Mobilisation Coordinator
Support:
* Office Manager

Communication and Network Building

Manager
Project coordinators
* Specialist Editor
* Communications Associate
* Technical and Systems Support
* Knowledge Sharing and Network Development

Member Council

Board of Directors

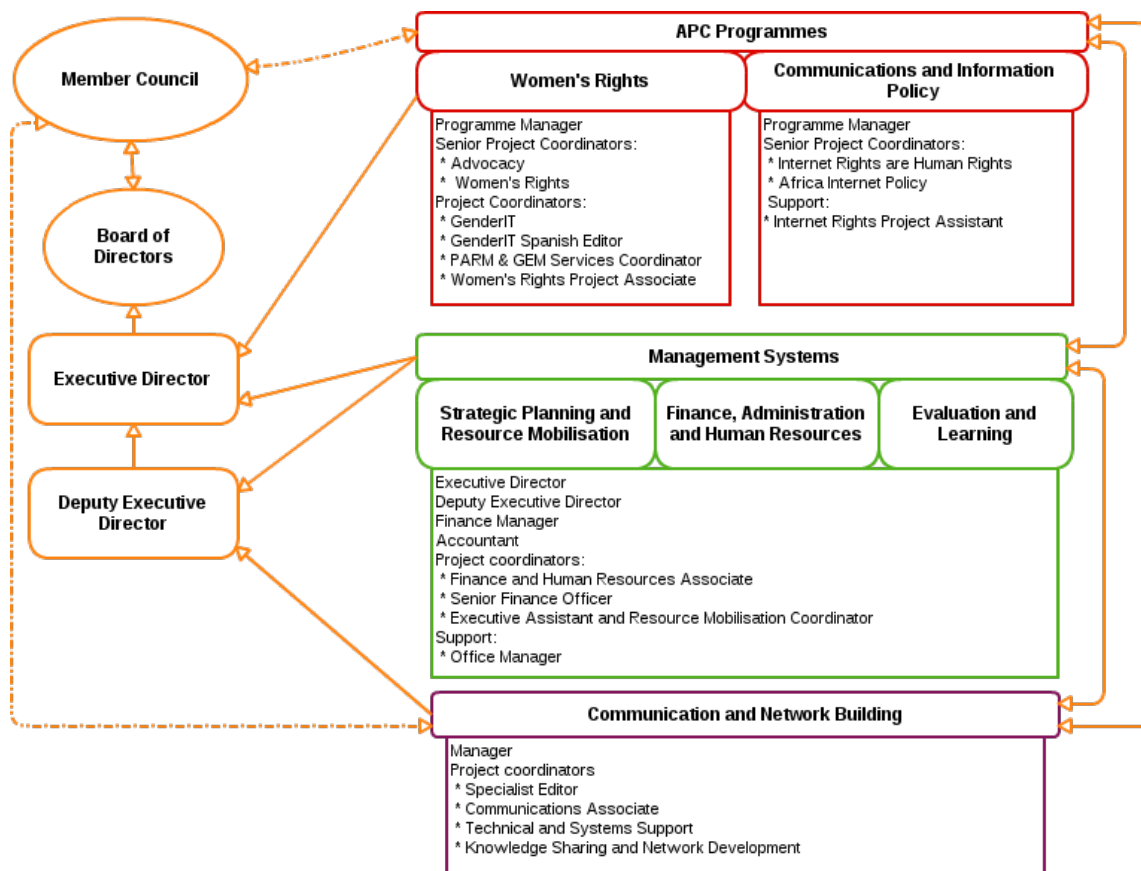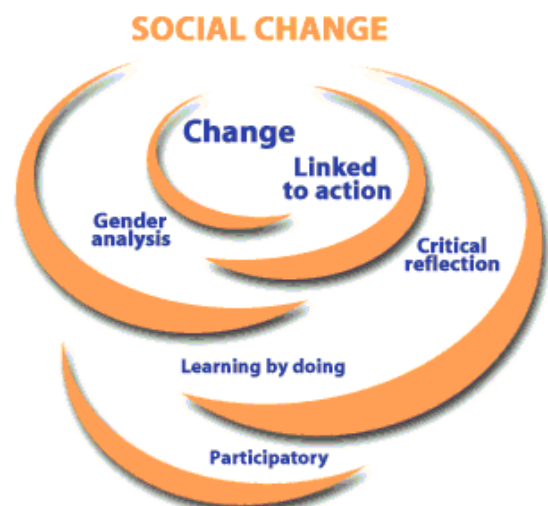Executive Director

Deputy Executive Director

Illustration 3: This organogram represents the structure of APC as an organisation, and as well incorporates the governance mechanisms of the network.

4. Monitoring and evaluation

APC's approach to monitoring and evaluation is learning-oriented, guided by both goals and principles. On the one hand, our approach to achieving change is through working at the levels of policy and practice (formalised as an organisational approach in 2001) and, on the other, our principles are outlined in the "Learning for Change"[8] model developed in 2001-3 (a basis for the APC Gender Evaluation Methodology). We believe that learning is dynamic and iterative and takes place through periodic critical reflection, which in turn influences action. Our approach combines collaborative project planning and implementation with monitoring and evaluation.

APC's monitoring and evaluation system consists of three layers: organisation wide priorities referred to as key result areas (KRAs), projects that reside within programmes and activity areas (advocacy, capacity building, research and network building). KRAs are linked to staff performance indicators.

a. Strategic planning

SOCIAL CHANGE

Change
Linked to action
Gender analysis
Critical reflection
Learning by doing
Participatory

Illustration 4: The Learning for Change framework used in APC's evaluations.

8 www.apcwomen.org/gem/en/understanding_gem/learning.htm

The first element of APC's current system is the monitoring and evaluation of our 2013-2016 strategic plan. For this plan, we report quarterly on five key result areas identified by the APC membership. The monitoring focuses on achievement of results through the assessment of outputs and activities. At the end of each year, APC staff report on results indicators to assess the achievement of our intended outcomes. We also identify risks and adjustments to our strategic plan.

APC members are asked to evaluate their participation in implementing APC's strategic plan through an annual membership survey. A report of the survey is produced and shared with members.

These are combined with the use of the Most Significant Change methodology,[9] a form of qualitative participatory monitoring and evaluation which involves the collection of significant change stories as told by the people involved and affected. In APC's case, the stories come from local stakeholders, partners, members and staff.

Each year APC documents our previous year's work in our annual reports. To close the 2009-12 cycle, we carried out a more extensive review, analysing our progress over this period in the APC Progress Report 2009-12.[10]

b.   Project evaluations

Monitoring and evaluation plans are developed and implemented for each project based on the requirements of respective donors. For many projects, we identify and report on a range of output, result and outcome indicators. These indicators also inform our reporting on the five key result areas of our strategic plan. For these project evaluations, we use a mix of methods including stakeholder surveys, workshop evaluations, interviews, focus group discussions, our own Gender Evaluation Methodology, logframe analysis, Most Significant Change approach and key elements from Outcome Mapping. Evaluations of larger projects draw on external evaluation expertise.

c.   Independent evaluations

APC considers independent evaluations very valuable, particularly for gaining insight into how to improve programming and project implementation. Below are some independent evaluations that have been conducted over the last few years:

Programme evaluation
"Evaluation Report on APC's Communications and Information Policy Programme," by Debbie Budlender was used to rethink programme methodologies, particularly in relation to communicating information effectively.

Project Evaluations
Examples include "Evaluation of APC's Gender Evaluation Methodology (GEM) Capacity-Building Work," by Claire Sibthorpe as well as an independent evaluation of Global Information Society Watch (a project run in partnership with Hivos) conducted by Debbie Budlender to help APC and Hivos assess the first five years of the project and decide how to move ahead. An evaluation "Global Information Society Watch: Monitoring information society progress from national and global civil society perspectives - GISWatch contributor Survey" covered the last five GISWatch publications produced during 2012-13. Feedback from the network of "watchers" focussed on the usefulness of the GISWatch reports and the value of being part of the GISWatch network.

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[9] Sarah Earl, Fred Carden and Terry Smutylo *Outcome Mapping: The Challenges of Assessing Development Impacts* (Ottawa: International Development Research Centre, 2001)
[10] httwww.apc.org/en/node/18630

Capacity building and network building
An independent evaluation of the Action Research Network was undertaken during 2011 with Open Spectrum and Environmental Sustainability researchers.

Network Building
APC surveys it's membership at least once during a planning cycle. An extensive survey, led by APC's network development staff, designed to assess the health and well being of the network was undertaken in 2006. An independent survey of the APC member network was undertaken during 2011 and 2012 as part of an initiative assessing six global, civil society networks. The draft report indicates a response rate by APC members that is almost twice as high as that of other membership based networks. Overall, responses are very positive and affirming.

Organisational Evaluation
The evaluation "APC Organisational Self-Assessment," by Eloise Burke was used to build APC's sustainability strategy.

5. APC results: Our last decade of achievements

APC's current strategic planning cycle is for 2013-16. The most recent cycle was from 2009-12 and the one previously from 2004-8. Below is a reflection of the positive changes that we helped bring about since 2004. We want to emphasise that no social intervention can be attributed exclusively to the actions of one organisation. Nevertheless, we believe that APC contributed to the following changes:

- Our capacity-building work with hundreds of women's organisations and women's rights activitists, **contributed to transforming how the women's movement engage with technology and the internet**, and has helped build their confidence to use technology more creatively to further women's rights.

- Our advocacy for human rights online, grounded in the APC Internet Rights Charter contributed to increasing awareness that the same human rights we have offline must apply online and to using human rights as leverage for action to demand accountability for internet rights violations from all stakeholders including governments and the private sector.

- Our work on various internet governance spaces and processes contributed to built general awareness of the importance of developing a public-interest and human rights driven internet governance.

- Since 2005, APC's commitment to ending violence against women has contributed to documentation and prevention of online violence and mobilisation of a global campaign to reclaim the use to ICTs to end violence and promote an online culture that affirms the rights of women and girls to safety, security and privacy.

- **Representatives from almost 700 social change organisations have increased their capacity in ICT policy and the strategic use of technology.** Hundreds of people living in Latin America and Africa are able to set up cheap, wireless internet connections to the internet thanks to training facilitated by APC and materials freely available online in four languages.

- **ICT policy makers internationally, regionally and nationally have stopped regarding ICT and internet policy as merely pertaining to technical and**

infrastructure issues. Increasingly they see ICT policy as essential to development, and in some cases, as a rights issue.

- **We have contributed to putting internet access and "affordable or equitable access for all" as a key rights issue firmly onto the table** in global policy dialogue spaces, regionally in East Africa and Latin America and in national spaces like Ecuador.

- We have also contributed to **the development of an approach to policy advocacy which engages all stakeholders in a consultative rather than an adversarial manner**, which saw significant success in making policy change in at least three countries: Kenya, Pakistan and Ecuador.

- APC played a significant role in **the creation of the Internet Governance Forum,** an international forum to promote constructive dialogue and outcomes between adversarial opponents regarding the governance and future of the internet.

- There has been **an increase in the quality of civil society participation in global, regional and national policy arenas**. It is not enough to occupy a space but at the very least, to contribute to ICT policy dialogue, and at best, to help influence the way other stakeholders think about what is at stake with the aim of reminding those in power that social justice with respect to internet rights is important for everyone.

6. Financial overview

a. Basic facts and figures

In the period 2004-8, APC's average yearly income was USD 2.9 million and in 2008 APC had 20 full-time staff and 52 members. In the period 2009-12, APC's average yearly income was 2.3 million and in 2012 APC had the equivalent of 23 full-time staff and 45 members.

Compared with 2000, our tenth anniversary, these figures represent significant growth. In 2000 APC had a budget of less than USD 700,000, just four staff members and a membership of less than twenty.

Income during 2009-2012 (and secured for 2013), totalling over USD 12.7 million was primarily sourced from project grants, commissioned projects, a small core grant and consulting income. The grants and commissions were awarded by as many as 20 different agencies including government development agencies, para-statals, foundations and private companies. Our biggest supporters during this period were government agencies from the Netherlands and Sweden, a Canadian Crown corporation and a North American Foundation.
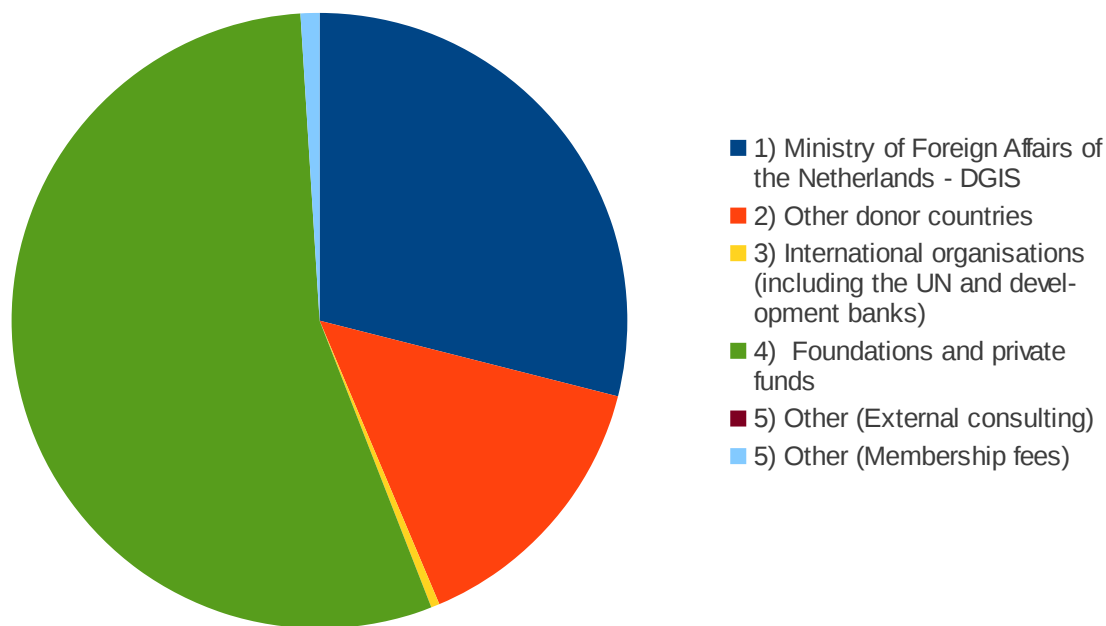
Illustration 5: Sources of income 2009-12.

Membership dues account for only 1% of our income. To provide an overview of our growth, the table below compares annual income and total number of staff and number of member organisations from 2004-12.

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Income USD Million	1.48	4.2	3.63	2.08	3.589	3.00	2.69	2.99	2.07	3.26
Expenditure USD Million	1.5	4.6	3.36	25	3.411	2.98	2.70	2.86	2.12	3.08
Staff - FTEs	12.5	17.55	19.6	20.3	19.75	22.47	22.62	23.05	20.4	30
Individuals[11]	25	26	29	26	26	30	31	30	29	45
Members	37	41	50	49	52	50	48	48	43	45
Affiliates[12]	NA	NA	NA	NA	NA	NA	NA	NA	7	19

b.   Financial systems and procedures

APC has addressed the challenges of managing finance and administration in a largely virtual office environment in which staff are located in different countries. Our bank account is located in a different country from the finance staff and we pay for services in multiple countries.

We use a web-based, online payment request system that we have linked to APC's accounting software. The payment system enables staff to immediately allocate payments, together with supporting documentation, to the correct budgets, so that the payment approvers are able to quickly authorise payments provided they have access to the internet. The new system also facilitates quick financial reporting and compliance with auditing requirements.

We have also streamlined our internal charging system and developed rates for staff members' time to help us accurately track and charge for work done by staff across programmes and projects. We regularly update our financial and administrative policies and

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[11] Excludes consultants, volunteers and interns.
[12] In October 2012 the APC Board approved a new membership category – that of affiliate (individual)

procedures in the context of the virtual office environment to ensure that controls are in place for sound financial management. APC has policy and procedures for financial and administration, travel, procurement, risk and project management.

c.   Transfer of funds to support implementation of programmes

Over 10% of total expenditure during 2009-13 was disbursed to members as payment for work on APC projects, small grants through the member travel fund used for participation in key policy arenas and the member exchange fund,[13] which provides members with small grants to be able to carry out collaborative work and build the network.

Aside from this ongoing transfer of funds to APC members, APC regularly works with members and partners on larger projects. Our aim is to channel as many funds as possible to local implementers. For example, in a recent large project supported by DGIS,[14] 1.1 million was transferred to country partners to support project implementation and an additional 265,000 was made available through a small grants fund, out of a total income of 1.9 million USD.

The transfer of funds to partners and members is governed by a carefully managed system of sub-contracts and financial disbursement procedure based on achievement of deliverables and reporting.

d.   Key donor partners 2008-2013

In our last work cycle (2009-12), APC was awarded grants by 20 different groups including government agencies, development organisations and foundations from North America and Europe as well as international organisations. We are particularly grateful to:

- the International Development Research Centre (IDRC)
- the Directorate-General for International Cooperation of the Dutch Ministry of Foreign Affairs (DGIS)
- the Swedish International Development Cooperation Agency (SIDA)
- the Humanist Institute for Cooperation with Developing Countries (Hivos)
- Open Society Foundations, and,
- the Ford Foundation

for their generous support of our work.

e.   New partners

During the 2009-13 period over half of our funding came from five sources, compared to three sources for the previous cycle (2004-08), with 10% being sourced from new sources. During 2011, APC was commissioned by the Bill and Melinda Gates Foundation to undertake a major consultancy, which represented 4% of our annual income, and won a significant World Bank tender to develop awareness raising materials and do capacity building with regulators around digital migration in Cameroon. We have expanded our consulting work with clients such as Google and we are providing gender expertise for Making All Voices Count (MAVC).[15]

f.   Organisations who supported APC 2009-13

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[13] www.apc.org/en/projects/member-exchange-fund-mef
[14] MDG 3: TakeBackTheTech to End Violence Against Women http://www.apc.org/en/node/7892/
[15]MAVC is a global initiative that supports innovation, scaling, and research to deepen existing innovations and help harness new technologies to enable citizen engagement and government responsiveness. http://www.makingallvoicescount.org

- Humanist Institute for Cooperation with Developing Countries - HIVOS
- International Development Research Centre - IDRC
- International Institute for Communication and Development - IICD
- The Department for International Development - DFID
- The Food and Agricultural Organisation of the United Nations - FAO
- The Ford Foundation
- The Global Fund for Women
- Ministry of Foreign Affairs of the Netherlands - DGIS
- The Open Society Institute
- Partnership for Higher Education in Africa - PHEA
- Spider - HIVOS
- Swiss Agency for Development and Cooperation - SDC
- Swedish International Development Cooperation Agency - SIDA
- Technical Centre for Agricultural and Rural Cooperation - CTA
- Tides Foundation - Google Foundation
- United Nations Development Programme - UNDP
- World Association of Christian Communications - WACC

g.   Current funding: 2011-14

Primary sources of grant income in this period are:

- Africatti, USD 200,000 in 2012-13 for work to combat violence against women in Africa using mobile phones and the Ushahidi platform
- The Ford Foundation, USD 350,000 for women's rights activities
- Humanist Institute for Cooperation with Developing Countries (HIVOS), USD 100,00 for 2012, and EUR 300,000 for 2013 to 2015 for core managment. USD 80,000 per year for Global Information Society Watch 2012
- International Development Research Centre (IDRC), USD 330,000 in 2012 for research and advocacy in the areas of internet access, governance, and environmental sustainability
- Ministry of Foreign Affairs of the Netherlands (DGIS), USD 2,560,000 for WNSP activities
- The Open Society Institute, USD 150,000 for policy work in Africa to promote rights and internet access in 2012-13
- Swedish International Development Cooperation Agency (SIDA), USD 250,000 in 2012 for human rights and democracy work
- Swedish International Development Cooperation Agency (SIDA) USD 3 million for the period 2013 to 2015.

7.   Strategic priorities for 2013-16

In 2012, APC members agreed on the following vision and priorities to drive the network during its 2013-16 planning cycle.

APC is a vibrant and participatory network and organisation. We are an innovative leader in achieving the creative and effective use of ICTs for justice and participatory governance. APC members, as well as APC the organisation, have the resources to be effective and sustainable.

When APC members, partners and staff assessed its strategic priorities, it did so against the current political contexts facing civil society organisations using the internet and other ICTs for social change. We considered the erosion of freedom online, including access to

information; emerging issues such as violence against women online and the link between human values and technology; and developing internet governance structures in the public interest.

We also identified problems related to the internet. APC exists to address these problems proactively through integrated actions at global, regional and national levels:

- Insufficient access to infrastructure
- Threats to the open and fair character of the internet
- Risks to victims of gender-based violence
- Insufficient capacity among civil society
- Difficulty of influencing internet and related policy processes.

As a result of our deliberations, we identified five areas of work that APC must prioritise in the next four years :

Securing and defending internet access and rights
Fostering good internet governance
Strengthening use and development of transformative technology
Ending technology-based violence against women
Strengthening APC community networks

More details are available in our strategic action framework, which is available online as a summary[16] or by writing to our executive director for the full copy.

8.   The board

APC's board of directors is elected by representatives from all member organisations. The directors currently serving on the board are:

Name	Role on board	Country of residence	Institutional affiliations	Position
Anriette Esterhuysen (ex-officio)	Executive Director	South Africa	APC	Executive Director
John Dada		Nigeria	Fantsuam Foundation	Director

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[16] www.apc.org/en/system/files/APC_ActionPlan2012_OverviewEN.pdf

Julian Casasbuenas Gallo	Chair	Colombia	Colnodo	Director
Lillian Nalwoga		Uganda	Collaboration on International ICT Policy in East and Southern Africa (CIPESA)	Policy Officer
Liz Probert		United Kingdom	GreenNet	Web developer
Manavy Chim		Cambodia	Open Institute	Director
Osama Manzar		India	Development Empowerment Foundation (DEF)	Director
Valentina Pellizzer		Bosnia-Herzegovina	OneWorld Platform for South Eastern Europe (OWPSEE)	Director

9.   Staff

APC has a small, professional staff, each living in different countries and communicating day-to-day over the internet. APC's principle office is located in Melville, Johannesburg South Africa, where APC's executive director is based. Between three and five people work from this office at any given time.

The table below represents the staffing levels in 2014. APC now has the equivalent of 25.2 FTE Staff and 34 different individuals employed.

	Job Title	Team member	Location	FTE
	Management Systems			
1	Executive Director	Anriette Esterhuysen	South Africa	1.0
2	Deputy Director	Chat Garcia Ramillo	Philippines	1.0
3	APC Executive Assistant	Alexandra Groome	South Africa	0.8
4	Member Collboration & Knowledge Sharing Coordinator	Karel Novotný	Uruguay	1.0
5	Administrative Officer	Eunice Mwesigwa	South Africa	0.6
6	Finance Manager	Karen Banks	United Kingdom	0.8
7	Accountant	Maya Sooka	South Africa	0.8
8	HR and Finance Officer	Misty McWilliam	United States	0.5
9	Senior Finance Officer	Fatima Bhyat	South Africa	0.8
		TOTAL FTE		**7.3**
	Communications & Network Development			
10	Communications Manager	Mallory Knodel	Canada	1.0
11	Communications Associate	Elvira Truglia	Canada	0.8
12	Communications Associate	Flavia Fascendini	Brazil	0.8
13	Technical & Systems Coordinator	Sarah Tomas	Philippines	0.8
14	Publications Coordinator	Lori Nordstrom	Uruguay	0.5
15	Technical Support Assistant	Adolfo Dunayevich	Mexico	0.5
		TOTAL FTE		**4.4**
	Women's Rights			
16	Programme Manager	Jac sm Kee	Malaysia	1.0

17	Project Coordinator	Janine Moolman	South Africa	1.0
18	Project Coordinator	Jennifer Radloff	South Africa	0.5
19	PARM & GEM Services Coordinator	Dafne Plou	Argentina	0.8
20	GenderIT.org Coordinator	Katerina Fialova	Czech Republic	0.6
21	Project Associate	Erika Smith	Mexico	0.7
22	Project Assistant	Caroline Tagny	South Africa	0.6
23	Project Coordinator	Nadine Moawad	Lebanon	0.8
24	Administrative Assistant FLOW	Tarryn Booysen	South Africa	0.8
		TOTAL FTE		**6.8**
	Communications & Information Policy			
25	Programme Manager	Valeria Betancourt	Ecuador	1.0
26	Project Coordinator	Joy Liddicoat	New Zealand	1.0
27	Internet Access Specialist	Mike Jensen	Brazil	1.0
28	Project Coordinator	Emilar Vushe	South Africa	1.0
29	HR and internet programme worker	Shawna Finnegan	Canada	1.0
30	GISWatch coordinator	Roxana Bassi	Argentina	0.5
31	Volunteer	Avri Doria	United States	0.2
32	EU Asia senior project coordinator	Deborah Brown	United States	1.0
33	MENA internet rights coordinator	Mohammed Tarakiyee	Jordan	0.5
34	EU Asia project coordinator	Rosario Liquicia	Philippines	0.8
		TOTAL FTE		**8**

With the increase in workload thanks to projects awarded in 2004, our staff increased eight-fold from 2000, the majority working part-time. However, as the team consolidated, our goal has been to have fewer staff working more hours, which is more efficient, cost effective and contributes to building a strong and sustainable team.

10. Online sources of information

Sharing information strategically is the life-blood of APC. We produce publications in print and online, we have online newsletters and several websites that reflect our ongoing activities. We use social media not just to tell people about our work, but as network building and advocacy platforms. Current APC web-based information sources include:

- www.apc.org – APC.org contains news and information about the use of internet for social justice and sustainable development from and about APC and the network for the general public. Full content is available in English, Spanish and French. There are three associated newsletters (APCNews/APCNoticias/APCNouvelles) to which anyone can subscribe and can be found in the publications section (archives) along with APC's other publications.
- www.digmig.apc.org – This is the project website for APC's work on digital migration in West Africa, which compiles reports, articles and information for policy-makers and other stakeholders.
- **Women and ICTs: Feminist Tech Exchange** – Created in 2008 when the first FTX took place, the FTX website was used both for public dissemination about the event, the content produced there and as an exchange space for participants. This platform is being used for future FTXs though is not very active otherwise.
- **Policy, women and ICTs: GenderIT.org** – Original content on gender and ICT policy is available in English and Spanish. The genderIT.org newsletter also comes out in both languages.
- genderevaluation.net – The website was developed for the APC's Gender Evaluation Methodology as an innovative evaluation methodology developed by APC that helps

integrate gender analysis into development projects. The site is available in English and Spanish and also links to the new GEMsolutions consultancy site and practitioners network.

- www.giswatch.org – The Global Information Society Watch project website compiles all previous GISWatch editions and also serves as a blog and observer network.
- www.greeningit.apc.org – The Action Research Network project, which compiles project information and reports, displays new GreeningIT tweets and links to the environmental sustainability inventory.
- **Strategic use of ICTs: ItrainOnline** – A multilingual online repository, which contains training resources in using ICTs, is updated by APC and partners.
- **Rights.apc.org** – A project website for the Connect Your Rights campaign, which aggregates content on internet rights. The site is available in English only.
- Internet Rights are Human Rights Curriculum: Four modules developed to assist understanding of how the internet has affected human rights and how key human rights concepts apply online. http://itrainonline.org/itrainonline/mmtk/irhr.shtml Modules are currently available in English only.
- **Women and ICTs: Take Back the Tech!** – A global campaign on the connection between violence against women and ICTs is the highlight of this website. The site also aggregates information feeds from all local campaigns and provides workspace where people can upload and download resources or look for local campaigns or organisations that are joining the campaign. The site is available in English, Spanish and French.
- @APC_News on Twitter and /APCNews on Facebook.

All other sites including archived sites can be found at www.apc.org/en/about/apc-sites.