

Association for Progressive Communications Organisational Profile May 2008

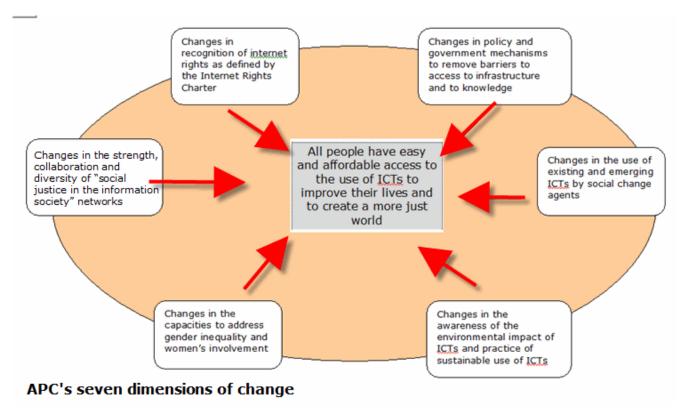
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About APC

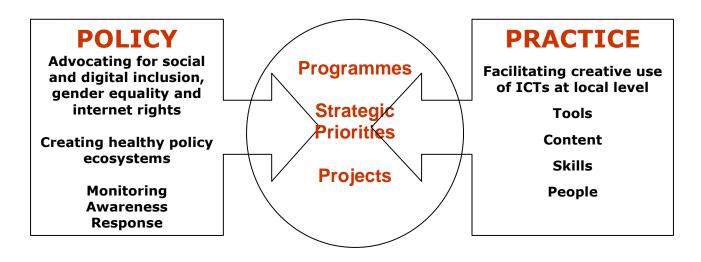
The Association for Progressive Communications (APC) is an international network of civil society organisations dedicated to empowering and supporting groups and individuals working for peace, human rights, development and protection of the environment, through the strategic use of information and communication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

APC's theory of change: practice and policy

The changes we work towards are:



We do this through a dual policy-practice approach, engaging in ICT policy work and the strategic use of ICTs for social justice.



World-wide membership

APC has been operating as an international membership-based organisation since 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.

Members of APC are organisations that agree with and work to further APC's mission. They work actively with civil society and social movements in using ICTs to empower and support others to build strategic communities and initiatives contributing to equitable human development, social justice, participatory political processes and environmental sustainability. We recruit organisations that will strengthen the identity of APC, not diffuse it.

Our members were among the first providers of email and internet access in their countries and to build the capacities of civil society organisations to communication tools. Today, we continue to pioneer practical and relevant uses of ICTs for social justice, especially in developing countries. We act as an international facilitator of civil society's engagement with ICTs and related concerns, in both policy and practice.

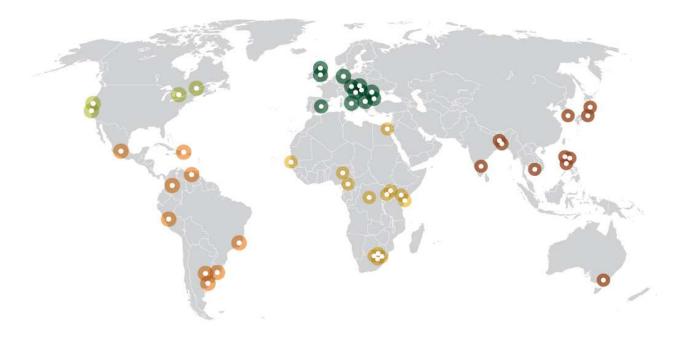


Fig: APC member in November 2007

Our values

One aspect of APC that has not changed significantly since its founding is its values, presented and confirmed at the November 2001 council meeting. These values inspired our founders, and continue to keep us together.

- 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
- Social equality and gender equality
- Having a strong southern base and orientation
- Creating and strengthening an international membership community for 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.

A network and an organisation

We are both a network and an organisation. We have members, represented in APC council, and staff. 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, and 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.

Legal status

We were founded in 1990, and operated legally as a partner of the Tides Foundation¹ until 1998, when we were incorporated as a nonprofit under section 501(c)(3), Public Charity Status 170 (b)(1)(A)(vi) State of California, USA.

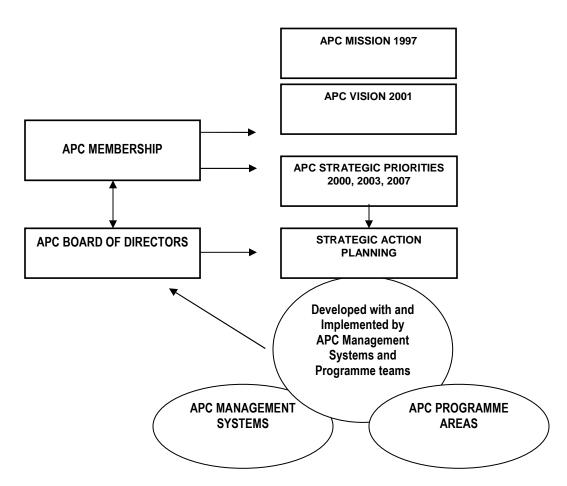
Consultative status to the United Nations

APC has worked closely with the UN since 1991 to facilitate remote participation by NGOs in UN summits and onsite training and internet access at major UN events. Currently we participate actively in high level international ICT policy discussions. APC has had Category One Consultative Status to the United Nations Economic and Social Council (ECOSOC) since 1995.

APC structure

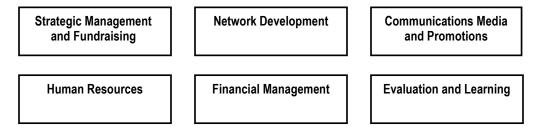
Our structure has evolved since its founding in 1990. For many years there was only one staff member, who focused on facilitating interaction among members. In October 2007 we had a staff team of around 30 people, many working part-time. In April 2002 the board of directors approved an organisational structure made up of programmes and management systems:

¹ A foundation that provides legal and financial management services to non-governmental organisations (NGOs).

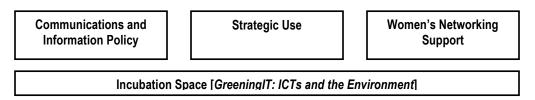


APC the 'organisation' has programmes and management systems. Management systems provide the support function for programmes, and also for the member network.

At present we have are **six management systems** with responsibility shared among senior management systems staff:



We have **three programmes** and an incubation space for new areas:



To enable exploring new programmatic areas we introduced an **incubation space** to house work on emerging strategic priorities for APC, such as ICTs and environmental sustainability. These

programmes and management systems are managed by seven people who constitute the strategic management team.

APC programmes

Communications and Information Policy

The internet and ICTs can be powerful tools and spaces for social and environmental justice, development and democracy. We defend and promote these spaces through awareness-raising, capacity-building, and the creation of plain-language resources and opportunities for discussion and learning about the impact of ICT policy decisions on civil society.

Strategic Use

We strengthen local, regional and thematic information communities by creating opportunities for the development and exchange of skills and methodology, and by producing lasting, shareable tools and resources.

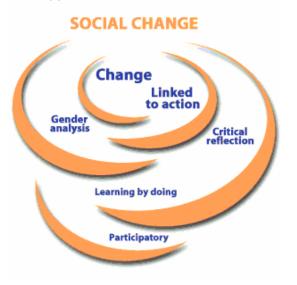
Women's Networking Support

APC WNSP provides support to women networking online for social change and strives to challenge the inequities often faced by women as they adopt electronic technologies. Work areas include training, participatory research, policy and advocacy in gender and information technology, information facilitation and regional programme support.

Monitoring and evaluation in APC

APC's approach to monitoring and evaluation is learning-oriented. It is guided by, on the one hand, our approach to achieving change through working both at the level of policy and practice (formalised as an organisational approach in 2001) and, on the other, the principles outlined in the "Learning for Change" model developed in 2001-3 as a basis for the Gender Evaluation Methodology GEM).

We believe that learning is dynamic and interactive and takes place through frequent critical reflection which in turn influences action. It combines collaborative project planning and implementation with formal and informal monitoring and evaluation.



The conceptual challenge of impact assessment in APC

We have strengthened monitoring and evaluation activities over the last four years with particular emphasis on our primary constituency: our members. We are not yet sure how to address assessment of the longer term impact of our work. While we recognise the importance of impact assessment, we are not sure it is feasible in the context of a network like ours, which works primarily at an intermediary level (rather than directly with excluded communities) through an extensive network of members and partners. Moreover, our theory of change is premised on the understanding that ICTs play a mainly indirect role in facilitating processes such as capacity building, policy advocacy, access to information, social mobilisation, strengthening institutions, and empowering individuals and communities that, in an integrated way, contribute to social change.

We have never believed that ICTs on their own impact social justice or development and so attributing impact directly to our interventions would be very difficult. Nevertheless, we would like

² www.apcwomen.org/gem/en/understanding_gem/learning.htm

to identify certain aspects of our work where impact assessment is appropriate and viable and could be of value to the broader community with which we work.

In our quest for learning, with a view to improving our practice, we research specific processes in which we have participated, whether directly or indirectly. For example, we commissioned research into developing country participation in the World Summit on the Information Society and the use of ICTs counteracting violence against women. Also, in an advisory capacity, we have supported research initiatives such as the Commonwealth Telecommunications Organisation and Panos London Louder Voices study³ (on development country participation in global ICT policy processes) and the Social Science Research Council's research into transnational civil society's use of ICTs.4

We have also assessed the effectiveness of specific activities, including a series of projects implemented in CIPP from 2001-5 and a four-year cycle of technical training of women by WNSP through the Asia Women's Electronic Networking Training initiative. In late 2006 we started to survey the medium term outcomes of four community wireless networking training workshops held in Africa from early 2005 to mid 2006. See below for a list of the types of evaluation activities that we undertake.

Monitoring: APC's planning and management process

We introduced a "results-oriented" planning and monitoring system in 2000. It was initially very simple, consisting of key result areas (KRAs) (strategic objectives) with corresponding sets of performance measures. The 2004-8 strategic plan linked KRAs to a basic log frame. However, the log frame format was developed in a very short space of time, and there is some inconsistency in how the different programmes developed indicators. Nevertheless, it works well as a monitoring and reporting framework.

The process can be summarised as consisting of the following steps:

- Development of strategic priorities (by APC member representatives forming APC council)
- Development of KRAs (in programme and management systems) which respond to those priorities
- Development of activities by programmes and systems that contribute to achieving KRAs
- Linking of KRAs to staff performance indicators
- Development of "objectively verifiable indicators of achievement" for each activity in our action plan log frame
- Development of "sources and means of verification" for each indicator in our action plan log frame
- Monitoring and reporting on those indicators through quarterly and six monthly reports (using the action plan log frame and in some cases, donor specific log frames)

The 2006-7 mid-term assessment process

The mid-term assessment (MTA) process is a monitoring and evaluation activity that has allowed us to assess, at a meta-level, all 220 plus activities undertaken in the 2004-6 period.

One of our key tasks in the coming year is to fully integrate the MTA process with our project management system and to redesign our strategic plan log frame monitoring and reporting framework.

Other APC monitoring and evaluation activities from 2004-2008

In addition to the action plan log frame and MTA process, we have undertaken several monitoring and evaluation activities. These are listed below. More information on these is available on reauest:

³ www.panos.org.uk/files/Louder%20Voices.pdf

programs.ssrc.org/itic/tcsdocs/

http://apc.org/en/pubs/manuals/wireless/africa/evaluation-wireless-workshops-cwca

Monitoring and evaluation built into project design and implementation

- CATIA: had its own M and E component
- Community Wireless Networking (used an outcome map and did a post project survey of uptake of skills gained by beneficiaries during the project)
- Harambee: outcome mapping

Specific project evaluations

- CIPP evaluation⁶
- Multimedia Toolkit
- GENARDIS Gender and ICTs in Africa Awards
- National ICT policy initiatives assessment
- APC Communication Prizes

Product surveys

- GenderIT survey
- APCNews/APCNoticias survey
- Africa ICT policy monitor usability survey (focus groups)
- ICT policy website survey and management review

Gender evaluations

• Numerous gender evaluations of projects and initiatives. Most of the GEM⁷ evaluations have been with projects and initiatives of members and partner networks, rather than internal evaluations.

Workshop evaluations

All training and capacity building and advocacy workshops are evaluated through:

- After action reviews or participant evaluations immediately after the event
- Reflective evaluations (twelve months or longer after training) in cases where training takes place over longer period

Website statistics

- Tracking of sites as a whole
- Tracking downloads of publications (e.g. ICT policy handbook)

Member participation

- Member surveys
- Financial index (of funding directed from APC to members)
- Participation index

Studies by outside organisations

• Mueller, M. et al. (2007) "Democratising Global Communication? Global Civil Society and the Campaign for Communication Rights in the Information Society" in *International Journal of Communication* 1 (2007), pp. 267-296.8

APC board

The board of directors is elected by the council. The council is the body constituted by representatives from each member organisation. The directors currently serving on the board are:

⁶ www.apc.org/en/pubs/manuals/policy/all/evaluation-report-apcs-communications-and-informat

⁷ www.apcwomen.org/gem/

⁸ http://www.ijoc.org/ojs/index.php/ijoc/article/view/13/39

Name	Role	Country of residence	Institutional affiliations	Position
Danilo Lujambio	Chair	Argentina	Tau	Treasurer
Janine Moolman	Vice-chair	South Africa	Women'sNet	Content coordinator
Andrew Garton	Secretary	Australia	APC.au	Director
Magela Sigillito	Treasurer	Uruguay	ITeM	Director, internet area
James Nguo	Director	Kenya	Arid Lands Information Network – East Africa	Executive director
Valentina Pelizzer	Director	Bosnia-Herzegovina	One World South Eastern Europe	Manager
Al Alegre	Director	Philippines	Forum for Media Alternatives	Executive director
Michel Lambert	Director	Canada	Alternatives	Executive director
Anriette Esterhuysen	Director (ex officio)	South Africa	APC	Executive director

APC members

In May 2008, we had 49 members in 36 countries. A membership working group made up of council, board and staff members review applications for membership.

Country	Organisation	Website
Argentina	TAU	www.tau.org.ar
	Wamani	www.wamani.apc.org
Australia	APC.au	apc.org.au
Bangladesh	Voices for Interactive Choice and	www.voicebd.org
	Empowerment (VOICE)	
	Bangladesh Friendship Education Society (BFES)	www.bfes.net
Bosnia-Herzegovina	OneWorld Platform for Southeast Europe	see.oneworld.net
	Foundation (OWPSEE)	
Brazil	Information Network for the Third Sector	www.rits.org.br
	(RITS)	
Bulgaria	BlueLink Information Network	www.bluelink.net
Cambodia	Open Forum of Cambodia	www.forum.org.kh
Cameroon	Protege QV	www.protegeqv.org
Canada	Web Networks	<u>www.web.net</u>
	Alternatives ⁹	www.alternatives.ca
Colombia	Colnodo	www.colnodo.apc.org
Congo, Republic of	AZUR Développement	www.azurdev.org
Croatia	ZaMirNET	www.zamirnet.hr
Czech Republic	Econnect	www.ecn.cz
Dominican Republic	Networks & Development Foundation (FUNREDES)	<u>funredes.org</u>
Egypt	ArabDev	www.arabdev.org
Germany	ComLink	www.comlink.org
Hungary	Green Spider	www.zpok.hu
Italy	Kine	www.kine.coop/
Japan	JCA-NET	www.jca.apc.org/
	Jcafe – Japan Computer Access for	www.jcafe.net/engish/
	Empowerment	
Kenya	Arid Lands Information Network – East Africa (ALIN)	www.alin.or.ke

⁹ Alternatives also has an office in the DRC.

	African Regional Centre for Computing (ARCC)	www.arcc.or.ke
Macedonia	Metamorphosis Foundation	www.metamorphosis.org.mk
Mexico	LaNeta	www.laneta.apc.org
Nigeria	Fantsuam Foundation	www.fantsuam.org
Peru	Centro Peruano de Estudios Sociales (CEPES)	www.cepes.org.pe
Philippines	WomensHub	www.womenshub.net
	Foundation for Media Alternatives (FMA)	www.fma.ph
	Institute for Popular Democracy (IPD)	www.ipd.ph
Romania	StrawberryNet	www.sbnet.ro
Senegal	Enda-Tiers Monde	www.enda.sn/
South Africa	SANGONeT	www.sangonet.org.za
	Community Education Computer Society (CECS)	www.cecs.org.za
	Ungana-Afrika	www.ungana-afrika.org
	Women'sNet	www.womensnet.org.za
South Asia	Bytes for All ¹⁰	www.bytesforall.org
South Korea	Korean Progressive Network Jinbonet	www.jinbo.net
Spain	Pangea	www.pangea.org
Uganda	Women of Uganda Network (WOUGNET)	www.wougnet.org
	Collaboration on International ICT Policy for East and Southern Africa (CIPESA)	www.cipesa.org
UK	Computer Aid International	www.computeraid.org
	GreenNet	www.gn.apc.org
USA	Institute for Global Communications	www.igc.org
	LaborNet	www.labornet.org
Uruguay	Third World Institute (ITeM)	www.item.org.uy
Venezuela	Fundación Escuela Latinoamericana de Redes (ESLARED)	www.eslared.org.ve

APC staff

To provide an overview of our growth, the table below compares annual income and total number of staff and number of member organisations from 2000 to 2007.

	2000	2001	2002	2003	2004	2005	2006	2007
Income USD	660,000	780,000	1,340,000	1,330,000	1,480,000	4,200,000	3,630,000	2,080,000
Expenditure	670,000	720,000	1,110,000	1,430,000	1,500,000	4,600,000	3,360,000	2,510,000
Staff - FTEs	2.5	3.75	5	12.5	12.5	17.55	19.6	20.3
Staff -individuals ¹¹	3	5	9	12	25	26	29	26
Members	18	25	25	35	37	41	est. 50	49

Staff in May 2008 Management Systems

Executive Director	Anriette Esterhuysen, South Africa	1 FTE
Assistant to the Executive Director	Katherine Walraven, Canada	.6 FTE
Network Development Manager	Karen Banks, UK*	1 FTE
Network Development Assistant	Vanessa Purper, Brazil	.75 FTE
Events and Logistics Coordinator	Mylene Soto Sol Cruz, Philippines*	.75 FTE

 $^{^{10}}$ APC works actively with Bytes for All in Pakistan and Bangladesh to implement projects there.

Excludes consultants.

APC Organisational Profile, May 2008

¹¹ Excludes consultants.

Finance Manager	Maya Sooka, South Africa	.8 FTE
Finance Assistant and Human Resources Administrator	Fatima Bhyat, South Africa*	.8 FTE
Communications, Media and Promotions Manager	Karen Higgs, Uruguay	.6 FTE
Information Coordinator and Media Relations	Frédéric Dubois, Germany	.8 FTE
Specialist Editor	Analia Lavin, Uruguay	.8 FTE
Technical Coordinator	Adolfo Dunayevich, México*	.25 FTE
	TOTAL FTE	8.15
Consultants/Temporary Staff		
BCO Coordinator ¹²	Lauren Fok, South Africa	.5 FTE
Accounting and Financial Consultant	Misty McWilliams, South Africa	.25 FTE
WNSP		
Manager	Chat Garcia Ramilo, Philippines*	1 FTE
APC-Africa-Women Coordinator	Jennifer Radloff, South Africa	1 FTE
APC-Africa-Women Co-Coordinator	Sylvie Niombo, Congo	.5 FTE
PARM ¹³ Regional Coordinator	Dafne Plou, Argentina	.7 FTE
GEM Practitioners Network Coordinator	Lenka Simerska, Czech Republic	.5 FTE
Gender and ICT Policy Monitor Coordinator	Katerina Fialova, Czech Republic	.8 FTE
GEM Research Coordinator	Angela Kuga Thas, Malaysia	1 FTE
Communications Coordinator	Erika Smith, Mexico*	.6 FTE
Violence against women and ICT Project Coordinator	Jac sm Kee, Malaysia	.8 FTE
	TOTAL FTE	6.9
Consultants/Temporary Staff		
Technical Support	Sarah Escandor Tomas, Philippines*	
GenderIT Site Editor	Flavia Fascendini, Brazil	.25 FTE
CIPP		
Manager	Willie Currie, USA	1 FTE
National ICT Policy Advocacy Coordinator	Natasha Primo, South Africa	1 FTE
Latin America Coordinator	Valeria Betancourt, Ecuador	.6 FTE
Africa ICT Policy Advocacy Coordinator	Coura Fall, Senegal	1 FTE
	TOTAL FTE	3.6
Consultants/Temporary Staff/Interns		
LAC ICT Policy Monitor Editor	Florencia Flores, Uruguay	
Africa ICT Policy Monitor and Chakula Editor	Alan Finlay, South Africa	
SUP		
Knowledge Sharing Projects Coordinator	Karel Novotny, Czech Republic	.6 FTE
Project Coordinator	Cheekay Cinco	.5 FTE
	TOTAL FTE	1.1

^{*} Staff that are based at, working for, or closely associated with APC members.

TOTAL APC STAFF = 19.75 FTE (full time equivalent) (down from 20.3 FTE in 2008) and 26 individuals excluding consultants and temporary staff

APC finance and fundraising

We used to depend primarily on project support. Since 2004 we have had the benefit of a combination of programme, core and project support. Consultancy and member fees constitute a small, but valuable portion of our income.

Primary sources of grant income at present are:

- Humanist Institute for Cooperation with Developing Countries (HIVOS), EUR 500,000 for 2005-8.
- Ministry of Foreign Affairs of the Netherlands (DGIS), USD 2,666,667 for 2005-8 for CIPP, WNSP and management systems.
- BCO-Department for International Development (DFID), GBP 900,000 for 2004-7, extended to mid 2008, for SUCB, WNSP and CIPP in Africa and South Asia and impact assessment work.

¹² APC currently hosts the BCO Alliance (http://www.bcoalliance.org/).

¹³ The Spanish acronym of WNSP, which stands for Programa de Apoyo a las Redes de Mujeres.

- IDRC, CAD 400,000 for 2005-8 for institutional strengthening.
- IDRC, CAD 700,000 for 2006-8 for phase two of the APC WNSP Gender Evaluation Methodology.
- Ford Foundation, USD 150,000 for 2006-8 for global ICT policy.

Our membership in the Building Communications Opportunities (BCO) alliance is significant as it brings together some of our key donors and implementation partners in a forum where experience and plans are shared and all participants are generally treated as equals. It also provides some insights into future trends. We know, for example, that DFID will not be continuing BCO funding beyond the current cycle (2004-2007).

We receive project support from several other institutions. Many of these supported projects are commissioned from institutions which include:

- Open Society Institute
- Open Society Initiative for Southern Africa
- Open Society Initiative for West Africa
- infoDev
- IBM
- Food and Agricultural Organisation
- Technical Centre for Agricultural and Rural Cooperation (CTA)
- Institute for Connectivity of the Americas
- UNDP
- UNESCO
- Government of the Philippines
- CISCO Systems

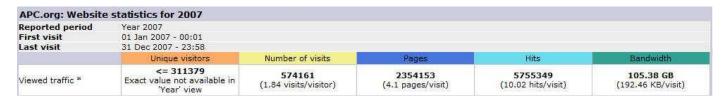
APC online sources of information

DESCRIPTION	URL	Language
APC Website	www.apc.org	English/Spanish/French/Portuguese
APC Women's Programme	www.apcwomen.org	English
Gender and ICT evaluation website	www.apcwomen.org/gem	English Spanish/Portuguese under development
Gender Awards	www.genderawards.net	English
Gender and ICT policy portal	www.genderit.org	English/Spanish/Portuguese
APC Africa Women (AAW)	www.apcafricawomen.org	English (some French content)
Itrainonline	www.itrainonline.org	Multi-lingual
APC ICT POLICY		
Global		
APC ICT policy and internet rights	http://www.apc.org/en/about/programmes/ communications-and-information-policy- programme-ci	English/Spanish/French/Portuguese
Regional		
APC Africa ICT policy monitor	africa.rights.apc.org	English/French
APC LAC ICT policy monitor	lac.derechos.apc.org	Spanish
Fibre For Africa campaign	www.fibreforafrica.net	
National		
Argentina, NodoTAU	cmsi.tau.org.ar	Spanish
Australia, apc.au	wsis.apc.org.au	English
Bangladesh, Bytes for All	bangladeshictpolicy.bytesforall.net	English
Bosnia-Herzegovina, OWPSEE	www.ict-policy.ba/	English/Bosnian-Serbian-Croat
Bulgaria, Bluelink	www.bluelink.net/wsis	Bulgarian/English
Cambodia, Open Institute	www.open.org.kh	Khmer/English
Colombia, Colnodo	cmsi.colnodo.apc.org	Spanish
Croatia, ZaMirNET	www.zamirnet.hr/drupal/	Croatian/English
Democratic Republic of Congo, Alternatives	www.rdc-tic.cd/	French
Mexico, Laneta	www.laneta.apc.org/cmsi/	Spanish
Pakistan, Bytes for All	pakistanictpolicy.bytesforall.net	English
Philippines, FMA	wsisfma.gn.apc.org/index.shtml	English/Tagalog
Romania, Strawberrynet	politic.ngo.ro/	Romanian/English

South Africa, WomensNet	womensnet.org.za/ict/	English
Spain, Pangea	www.pangea.org/dona/frameset_tics	Spanish/Catalan
Uganda, WOUGNET	www.wougnet.org/	English

APC website statistics

APC's website (www.apc.org) includes the statistics for all sites on the apc.org domain, including the African and LAC ICT Policy Monitors.



In 2007, APC.org received more than 300,000 unique visitors accessing more than 2.3 million pages. It is a site that attracts people from all over the world. The most visitors come from the USA, with Brazil and Colombia in second and sixth place respectively.

In the top 20 visiting nations registered by continent were:

- North America: USA, Canada (in this order)
- Europe: EU, Germany, Switzerland, Czech Republic, France, Italy, Spain, Netherlands, France (ditto)
- LAC: Brazil, Colombia, Argentina, Mexico, Peru
- Asia-Pacific: Australia, South Korea, China
- Africa: South Africa