Association for Progressive Communications
Organisational Profile
November 2009
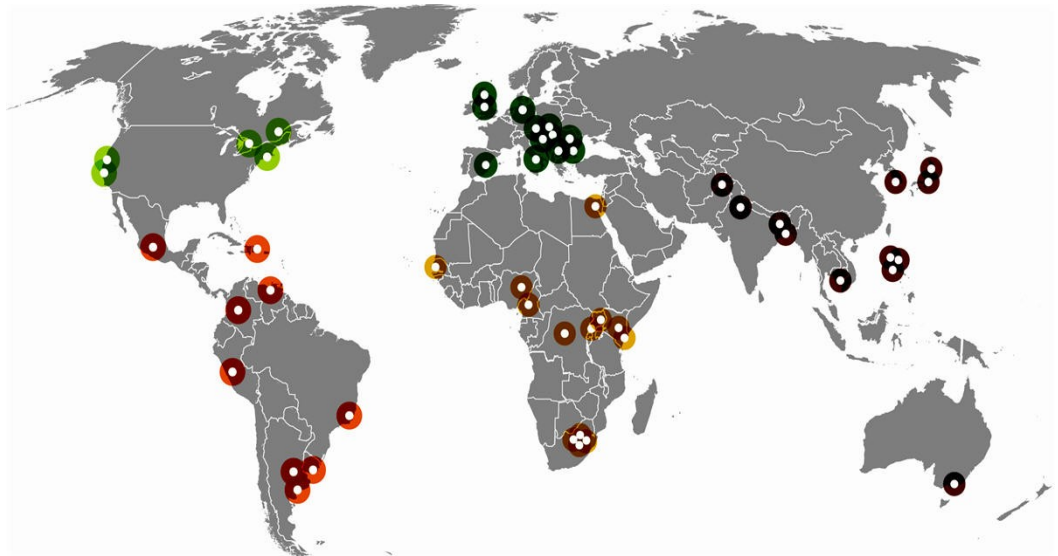
1. About APC

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, founded in 1990.

We help people get access to the internet where there is none or it is unaffordable, we help grassroots groups use the technology to develop their communities and further their rights, and we work to make sure that government policies related to information and communication serve the best interests of the general population, especially people living in developing countries.

APC is both **a network and an organisation**. APC members are groups working in their own countries to advance the same mission as APC. In November 2009, APC had 52 members in 37 countries (see right), the majority from developing countries.
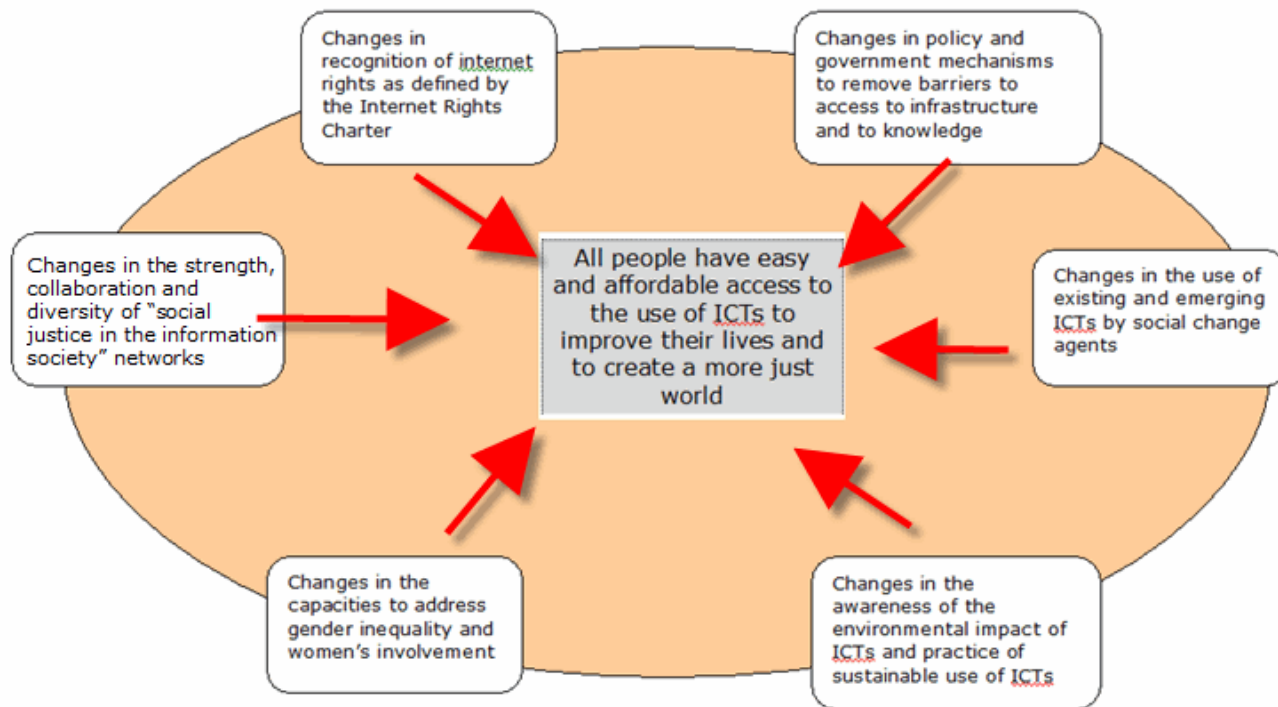
The membership define APC's strategic priorities every five years. APC has a small staff, each living in different countries and communicating day-to-day over the internet (we have no central headquarters). APC's value and uniqueness come from the **local perspectives** and contact with grassroots organisations that we gain from our members and the fact that we operate as **a truly virtual, international organisation**.

Our strongest activities are often those taking place at the local or national level where the real impact can be felt, and from which the network can learn and replicate regionally or internationally. We work best when we can really work as a network – i.e., programmes and members work together to conceptualise projects and campaigns and then implement them together.

APC values working with other people beyond our own network. We are aware of our own limitations as well as the power of networking. Where we lack knowledge or expertise and need to learn in order to better engage challenges, we are eager to form partnerships.[1] In all of APC's work **we encourage people to network as a means of making other activities more sustainable**. If people share their experiences and skills they have greater value over a longer period and often create a ripple effect.

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[1]"APC is highly respected. This respect comes from a range of different players and extends over technical, advocacy, and political aspects of its work. The evaluation has shown evidence of the varied partnerships that APC uses in its work. This is reflected not only in the number of partners named for the evaluation, but also in the way it has co-organised many of the events described in this evaluation. The ability to engage in such partnerships is itself an indirect reflection of the esteem that others have for the organisation and its work." Debbie Budlender in an independent evaluation of APC's policy programme (2007)

a. Theory of change: Practice and policy

Changes in recognition of internet rights as defined by the Internet Rights Charter

Changes in policy and government mechanisms to remove barriers to access to infrastructure and to knowledge

Changes in the strength, collaboration and diversity of "social justice in the information society" networks

All people have easy and affordable access to the use of ICTs to improve their lives and to create a more just world

Changes in the use of existing and emerging ICTs by social change agents

Changes in the capacities to address gender inequality and women's involvement

Changes in the awareness of the environmental impact of ICTs and practice of sustainable use of ICTs

APC's seven dimensions of change

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

POLICY

Advocating for social and digital inclusion, gender equality and internet rights

Creating healthy policy ecosystems

Monitoring
Awareness
Response

Programmes

Strategic Priorities

Projects

PRACTICE

Facilitating creative use of ICTs at local level

Tools

Content

Skills

People

b. 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.

c. Legal status and consultative status to the United Nations

Founded in 1990, we operated legally as a partner of the Tides Foundation[2] until we incorporated under section 501(c)(3), Public Charity Status 170 (b)(1)(A)(vi) State of California, USA in 1998.

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.[3] APC has had Category One Consultative Status to the United Nations Economic and Social Council (ECOSOC) since 1995.

2. Changes APC brought about 2004-2008

For APC's Progress Report for 2004-2008, APC evaluated the changes that we helped bring about during our last work cycle. No social intervention can be attributed exclusively to the actions of one organisation; however, we observed that APC contributed to the following changes:

- As a consequence of our capacity-building work with hundreds of organisations and people from the women's movement, we believe that **we have helped to transform how the women's movement thinks about technology and the internet**, and that their confidence has been built to use technology more and more creatively to further women's rights.

- **Representatives from almost 700 social change organisations have had their capacity built 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 use 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.

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[2] A foundation that provides legal and financial management services to non-governmental organisations (NGOs).
[3] www.apc.org/about/history/enabling-civil-society-policy-making (2000)

- **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.

3. Strategic priorities for 2009-2012

APC's enduring 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.

The priorities our membership established for us until 2012 are:
- Advocate for affordable internet access for all
- Make technology work to sustain the environment
- Use emerging technologies for social change
- Build the "information commons"
- Secure and defend internet rights
- Improve governance, especially internet governance.

Our strategic action framework is available online in a summarised version[4] as is the rationale.[5] A complete version can be obtained by writing.

4. Organisational structure

Our structure has evolved since APC's founding in 1990. In April 2002 the board of directors approved an organisational structure made up of programmes and management systems. At present we have **six management systems** with responsibility shared among senior management systems staff and **three programmes**. The programmes are:

Communications and Information Policy
APC is active in three policy arenas: global, regional and national. We aim to ensure that policy is not simply handed down from the dominant centres in the United States or the European Union and that the global South plays a significant role in policy formation. By learning from stakeholders with real experience of ICT policy formation and implementation either regionally or in their own countries, and applying that learning to policy developments in each space, APC is contributing to the opening and expansion of key policy processes around the globe.

Strategic Technologies and Network Development
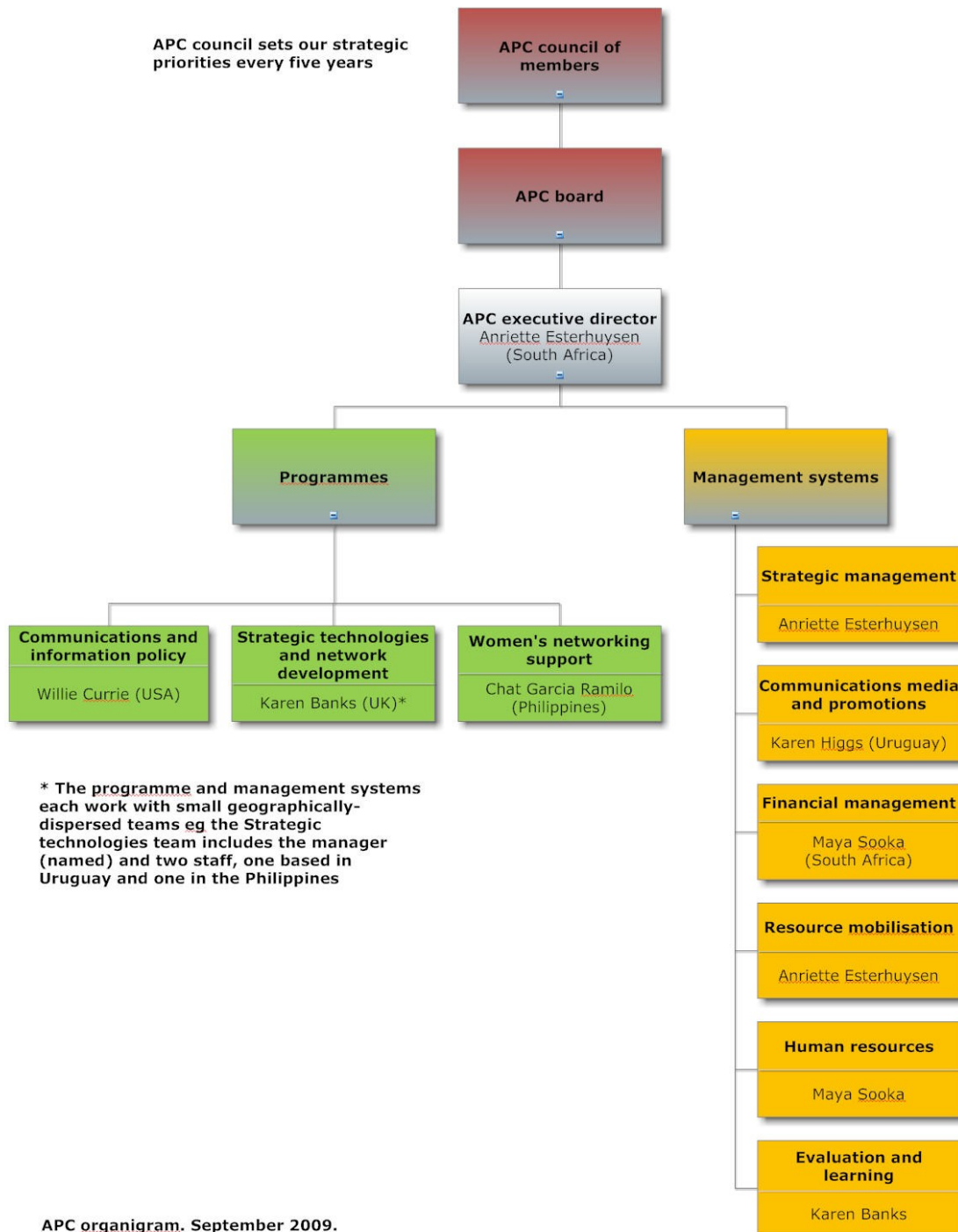We strengthen local, regional and thematic information communities by creating opportunities for the development and exchange of skills and methodology, by producing lasting, shareable tools and resources, and by supporting the environmentally sustainable use and development of ICTs.

[4]www.apc.org/en/system/files/APC_ActionPlan2009_OverviewEN.pdf
[5]www.apc.org/en/node/8626

Women's Networking Support

The APC WNSP is both a programme within APC and a worldwide network of women committed to using technology for women's empowerment. The programme focuses on ICT policy advocacy, combatting violence against women and ICTs, gender evaluation and research into ICTs and training women's rights advocates.

APC council sets our strategic priorities every five years

APC council of members

APC board

APC executive director
Anriette Esterhuysen
(South Africa)

Programmes

Management systems

Communications and information policy
Willie Currie (USA)

Strategic technologies and network development
Karen Banks (UK)*

Women's networking support
Chat Garcia Ramilo
(Philippines)

Strategic management
Anriette Esterhuysen

Communications media and promotions
Karen Higgs (Uruguay)

Financial management
Maya Sooka
(South Africa)

Resource mobilisation
Anriette Esterhuysen

Human resources
Maya Sooka

Evaluation and learning
Karen Banks

* The programme and management systems each work with small geographically-dispersed teams eg the Strategic technologies team includes the manager (named) and two staff, one based in Uruguay and one in the Philippines

APC organigram. September 2009.

5. Monitoring and evaluation

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"[6] model developed in 2001-2003 (as a basis for the APC Gender Evaluation Methodology).

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.
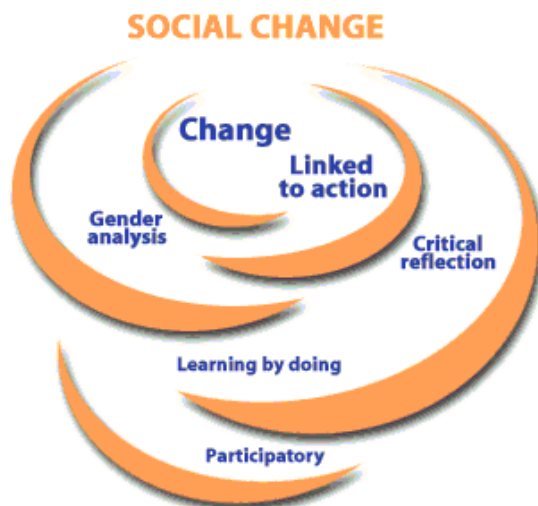
We are not yet sure how to address assessment of the longer-term impact of our work. While we recognise the importance of impact assessment, we are not sure it is feasible in the context of a network like ours, which works primarily at an intermediary level (rather than directly with excluded communities) 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 do 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[7] and the use of ICTs counteracting violence against women.[8] Also, in an advisory capacity, we have supported research initiatives such as the Commonwealth Telecommunications Organisation and Panos London *Louder Voices* study[9] (on developing country participation in global ICT policy processes) and the Social Science Research Council's research into transnational civil society's use of ICTs.[10]

We have also assessed the effectiveness of specific activities, including the work of the APC policy programme from 2001-2005 and a four-year cycle of technical training of women by the APC WNSP through the Asia Women's Electronic Network Training initiative. In late 2006 we started to survey the medium-term outcomes of four community wireless networking training workshops

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[6] www.apcwomen.org/gem/en/understanding_gem/learning.htm
[7] www.apc.org/en/node/5587
[8] www.genderit.org/en/index.shtml?w=r&x=91306
[9] www.panos.org.uk/files/Louder%20Voices.pdf
[10] programs.ssrc.org/itic/tcsdocs

held in Africa in 2005-2006.[11] On occasion APC has featured in academic research conducted by other institutions, e.g. 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.[12]

As a member in the Building Communication Opportunities (BCO) Alliance we participated in the impact study which looked in depth at the impact that is being achieved on all aspects of poverty reduction, focusing on a number of individual countries and key themes.[13] In 2006 we carried out an evaluation to assess the achievements of the Gender, Agriculture and Rural Development in the Information Society (GenARDIS) small grants fund and found out that the small grants it provides "consciously encourage and engender the adoption and application of ICT."[14]

Each year APC documents our previous year's work in our annual reports. To close the 2004-2008 cycle, we carried out a more extensive review, analysing our progress over this period. Like all annual reports, the APC Progress Report 2004-2008[15] was published in English, French and Spanish.

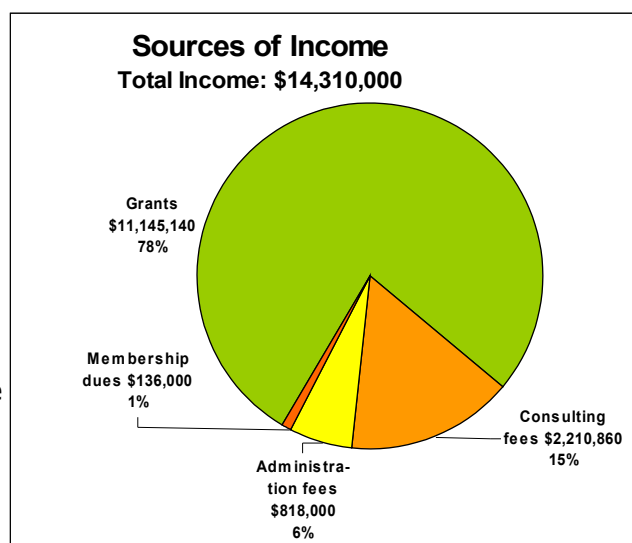### Monitoring: APC's planning and management process

We used a logical framework approach in our 2004-2008 strategic plan and found that using this as a basis for evaluating the organisation's effectiveness was difficult, in part because of the difficulty of pre-defining meaningful indicators. For the 2009-2012 cycle, we have chosen to draw on the Outcome Mapping and Most Significant Change methodologies.[16] "Outcome mapping works on the principle that development is essentially about people... [It] recognises that development efforts will more likely be successful when they devolve continuing responsibility to local people and to local institutions."[17] The Most Significant Change methodology is a form of 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 will come from local stakeholders, partners, members and staff.

6. Financial overview

a. Basic facts and figures

In the period 2004-2008, APC's average yearly income was USD 2.9 million and in 2008 we had twenty full-time staff and 52 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 three staff members and a membership of less than twenty.

Income during 2004-2008 was primarily sourced from project grants, commissioned projects, some core and programme funding which came to an end in 2008, and some consulting income. The grants and commissions were awarded by as many as twenty different agencies including government development agencies, parastatals, foundations and private companies. Our biggest

Sources of income 2004-2008

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[11] apc.org/en/pubs/manuals/wireless/africa/evaluation-wireless-workshops-cwca
[12] www.ijoc.org/ojs/index.php/ijoc/article/view/13/39
[13] www.bcoalliance.org/system/files/BCO_FinalReport.pdf
[14] genardis.apcwomen.org/uploads/GenARDIS_evaluation_0307_EN.pdf
[15] www.apc.org/en/node/9153
[16] Sarah Earl, Fred Carden and Terry Smutylo *Outcome Mapping: The Challenges of Assessing Development Impacts* (Ottawa: International Development Research Centre, 2001)
[17] Debbie Budlender in an internal report on monitoring and evaluation in APC, July 2008.

supporters during this period were government agencies from the Netherlands and the United Kingdom and a Canadian Crown corporation.

Membership dues account for only 1% of our income. Over 6% of total expenditure from 2004 to 2008 was disbursed to members as payment for work on APC projects as well as small grants through the member travel fund used for participation in key policy arenas and the member exchange fund[18] which provides members with small grants to be able to carry out collaborative work and build the network.

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 2008.

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Income (USD)	660000	780,000	1,340,000	1,330,000	1,480,000	4,200,000	3,630,000	2,080,000	3,589,000
Expenditure	670,000	720,000	1,110,000	1,430,000	1,500,000	4,600,000	3,360,000	2,510,000	3,411,500
Staff - FTEs	2.5	3.75	5	12.5	12.5	17.55	19.6	20.3	19.75
Staff - individuals[19]	3	5	9	12	25	26	29	26	26
Members	18	25	25	35	37	41	est. 50	49	52

Income, expenditure, staff and member numbers 2000-2008

b. Key partners 2004-2008

In our previous work cycle, APC was awarded grants by 30 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 UK Department for International Development (DFID)
- the Humanist Institute for Cooperation with Developing Countries (Hivos) and
- the Ford Foundation

for their generous support of our work.

The **IDRC** of Canada has been one of our earliest and most visionary supporters. They encouraged us to develop the Gender Evaluation Methodology (GEM) which is already a revenue generator as well as a remarkable evaluation tool to promote women's equality. They also supported our two transcontinental community wireless initiatives at a time when wireless internet connectivity was less widely known. IDRC understood the importance of ICT for development well before many others, and we value our peer-to-peer relationship with them immensely.

The **DGIS** supported APC for the first time with a core grant for 2004-2008. This funding was hugely important in our policy work and our work with women's movements to encourage the adoption of ICTs as a means of promoting women's equality.

DFID invited APC to become part of a key group of civil society and donor partners known as the Building Communication Opportunities (BCO) Alliance and provided core funding from 2005 to 2007. They also contracted us to run part of the Catalysing Access to ICTs in Africa (CATIA) project in 2004-2006. This innovative project has seen key results in ICT policy advocacy in

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[18]www.apc.org/en/projects/member-exchange-fund-mef
[19] Excludes consultants.

several African nations, and sparked follow-up advocacy networks in East and West Africa and the Andean region of South America respectively.

Hivos has been a long-time supporter of APC's flagship policy initiatives and APC's women's programme's work in Africa. We are particularly grateful for their core support of our policy work. Since 2008 we have been working together as peers as co-authors of the Global Information Society Watch (GISWatch) report.

The **Ford Foundation** first supported APC back in 1997. In this period, they made it possible for us to play a prominent and influential role in global ICT policy advocacy and to strategically leverage our network of members and partners through the launching of GISWatch in 2007.

c. New partners

During the 2004-2008 period over half of our funding came from just three sources, and we are actively working to diversify our financial support base for the future. As a result, during the same period almost a third of the groups that collaborated with APC did so for the first time. These new partners include European development agencies, a church development group, and for the first time ever an academic partnership, an agricultural centre and a philanthropist.

d. Organisations who supported APC during 2004-2008

Abigail E. Disney
Article 19
Atos KPMG Consulting Ltd.
Bread for All
Canadian International Development Agency (CIDA)
Commonwealth Telecommunications Organisation (CTO)
Directorate-General for International Cooperation of the Dutch Ministry of Foreign Affairs (DGIS)
Evangelischer Entwicklungsdienst e.V. (EED)
Food and Agriculture Organisation of the United Nations (FAO)
Ford Foundation
Global Fund for Women
Global Knowledge Partnership (GKP)
Humanist Institute for Cooperation with Developing Countries (Hivos)
*info*Dev
Institute for Connectivity in the Americas (ICA)
International Development Research Centre (IDRC)
International Institute for Communication and Development (IICD)
International Telecommunication Union (ITU)
Open Society Institute (OSI) Zug Foundation, OSISA & OSIWA
Oxfam-Novib
Partnership for Higher Education in Africa (PHEA)
Swedish International Development Cooperation Agency (Sida)
Swiss Agency for Development and Cooperation (SDC)
Technical Centre for Agricultural and Rural Cooperation (CTA)
United Kingdom Department for International Development (DFID)
United Nations Development Programme (UNDP)
United Nations Educational, Scientific and Cultural Organisation (UNESCO)
World Association for Christian Communication (WACC)

e. Current funding

The fact that APC had core funding during the 2004-2008 period was a crucial component in the impact and visibility of APC's work in both ICT policy and the women's movement. It provided us with flexibility to engage where we could have a significant impact, as well as enabling a multiplier effect in the use of funds to financially support a broad range of initiatives that included research, capacity building, information dissemination and awareness building, participation in events, networking and advocacy.

Core funding from the Swiss Agency for Development and Cooperation (SDC) came to an end in 2007, and the significant contribution from the DGIS to APC core costs ended in December 2008. APC's primary challenge going into our next planning period will be to secure sources of general support to ensure that we can maintain the institutional and human capacity we managed to develop from 2004 to 2008.

Sources of grant income at present are:

Current funders	For	Amount	Duration
Ministry of Foreign Affairs of the Netherlands (DGIS), MDG3 Fund	Strengthening Women's Strategic Use of Information and Communication Technologies to Combat Violence Against Women and Girls	EUR 1,500,000	1 January 2009 to 30 June 2011
The Ford Foundation	CIPP, Strengthening Civil Society Networking and Advocacy on Internet Public Policy in Global Arenas	USD 500,000	1 February 2009 to 31 January 2011
The Ford Foundation	WNSP, Sexuality and the Internet - An exploratory research project	USD 465,000	1 July 2008 to 31 December 2010
Humanist Institute for Cooperation with Developing Countries (HIVOS)	Core grant (allocated to CIPP and WNSP, AAW)	EUR 400,000	1 January 2009 to 31 December 2012
Humanist Institute for Cooperation with Developing Countries (HIVOS)	CIPP, GISWatch 2009 edition	EUR 65,000	1 January to 31 December 2009
Humanist Institute for Cooperation with Developing Countries (HIVOS)	WNSP, GenARDIS Round III	EUR 46,500	1 January 2008 to 31 December 2009
International Development Research Centre (IDRC)	MGMT & STaND, ICT4D Institutional Strengthening and Capacity Development Project	CAD 119,900	1 March 2009 to 28 February 2010
International Development Research Centre (IDRC)	CIPP (CICEWA), Communication for Influence: Linking Advocacy, Dissemination and Research: Building ICTD Networks in Central, East and West Africa	CAD 723,200	1 January 2008 to 31 March 2010
International Development Research Centre (IDRC)	CIPP, Towards Détente in Media Piracy	CAD 279,900	1 January 2008 to 31 June 2010

International Development Research Centre (IDRC)	WNSP, GenARDIS Round III	CAD 109,200	1 January 2008 to 31 December 2009
International Development Research Centre (IDRC)	WNSP, Gender Evaluation Methodology (GEM) II	USD 847,755	1 November 2006 to 28 February 2010
International Institute for Communication and Development (IICD)	WNSP, GenARDIS Round III	EUR 17,000	1 December 2007 to 31 December 2009
Partnership for Higher Education in Africa (PHEA)	CIPP, coordination of meetings in Ghana and Nigeria to develop a strategy for a public advocacy campaign with the objective of decreasing the cost of bandwidth	USD 137,320	1 May 2009 to 28 February 2010
Swiss Agency for Development and Cooperation (SDC)	GISWatch during 2009-2010	CHF 50,000	1 November 2009 to 31 December 2010
Swedish International Development Cooperation Agency (Sida)	GISWatch during 2008-2010	SEK 2,200 000	1 January 2008 to 31 December 2010
Technical Centre for Agricultural and Rural Cooperation (CTA)	WNSP, GenARDIS Round III	EUR 108,000	n/a

f. 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 need to pay for services in multiple countries.

A grant from the International Development Research Centre (IDRC), a Canadian Crown corporation, greatly assisted us in developing 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 procedures in the context of the virtual office environment but also to ensure that controls are in place for sound financial management.

7. Board

The board of directors is elected by the council, i.e. by representatives from all member organisations. The directors currently serving on the board are:

Name	Role	Country of	Institutional affiliations	Position

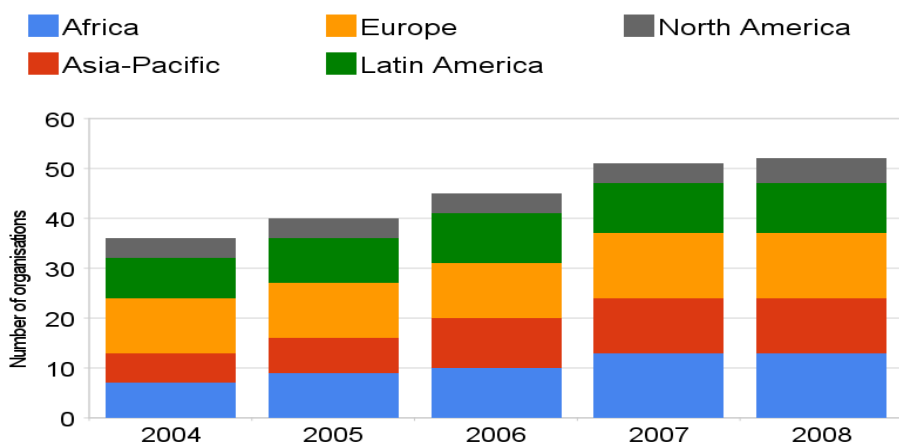|		residence		
Danilo Lujambio	Chair	Argentina	Nodo TAU	Treasurer
Valentina Pellizzer	Vice chair	Bosnia-Herzegovina	OneWorld Platform for Southeast Europe Foundation (owpsee)	Manager
Andrew Garton	Secretary	Australia	apc.au	Director
Magela Sigillito	Treasurer	Uruguay		
Alan Alegre	Director	Philippines	Foundation for Media Alternatives	Executive director
Anriette Esterhuysen	Director (ex officio)	South Africa	APC	Executive director
Michel Lambert	Director	Canada	Alternatives	Executive director
James Nguo	Director	Kenya	Arid Lands Information Network-East Africa	Executive director

8. Members

APC is a network as well as an organisation. APC members are groups working in their own countries to advance the same vision as APC. We recruit organisations that will strengthen the identity of APC, not diffuse it. For that reason our membership grows slowly yet steadily.

In November 2009, we had 52 members in 37 countries, the majority from developing countries. The membership define APC's

APC membership growth 2004-8

strategic priorities every five years. Part of APC's value and uniqueness comes from the local perspectives and contact with grassroots organisations that we gain from our members and the fact that they contribute to project ideas and implementation. A membership working group made up of people from the APC council, board and staff reviews applications for membership.

Country	Organisation	Website	Joined APC
Argentina	Nodo TAU	www.tau.org.ar	2001-11
	Wamani	www.wamani.apc.org	1993-08
Australia	apc.au	apc.org.au	1998-07
Bangladesh	Bangladesh Friendship Education Society (BFES)	www.bfes.net	2007-04
	Voices for Interactive Choice and Empowerment (VOICE)	www.voicebd.org	2006-06
Bosnia and Herzegovina	OneWorld Platform for Southeast Europe Foundation (owpsee)	www.oneworldsee.org	2007-08
Brazil	Information Network for the Third Sector (RITS)	www.rits.org.br	2002-06
Bulgaria	BlueLink Information Network	www.bluelink.net	2000-10
Cambodia	Open Institute	www.open.org.kh/en	2008-05
Cameroon	PROTEGE QV	www.protegeqv.org	2007-03
Canada	Alternatives	www.alternatives.ca	2003-11

	Web Networks	www.web.net	1990-05
Colombia	Colnodo	www.colnodo.apc.org	1994-07
Congo, Republic of	AZUR Développement	www.azurdev.org	2007-07
Costa Rica	Sulá Batsú	www.sulabatsu.com	2008-04
Croatia	ZaMirNET	www.zamirnet.hr	2003-06
Czech Republic	Econnect	www.ecn.cz	1995-11
Dominican Republic	Networks & Development Foundation (FUNREDES)	www.funredes.org	2006-05
Egypt	ArabDev	www.arabdev.org	2003-09
Hungary	Green Spider	www.zpok.hu	1996-08
India	Digital Empowerment Foundation	www.defindia.net	2009-09
Japan	JCA-NET	www.jca.apc.org	1998-11
	Japan Computer Access for Empowerment (JCAFE)	www.jcafe.net/english	2006-10
Kenya	Arid Lands Information Network–East Africa (ALIN-EA)	www.alin.or.ke	2002-09
	African Regional Centre for Computing (ARCC)	www.arcc.or.ke	2005-10
	Kenya ICT Action Network (KICTANet)	www.kictanet.or.ke	2008-05
Macedonia	Metamorphosis Foundation	www.metamorphosis.org.mk	2007-03
Mexico	LaNeta	www.laneta.apc.org	1993-12
Nigeria	Fantsuam Foundation	www.fantsuam.org	2001-04
Peru	Centro Peruano de Estudios Sociales (CEPES)	www.cepes.org.pe	2003-10
Philippines	Foundation for Media Alternatives (FMA)	www.fma.ph	2003-06
	WomensHub	www.womenshub.net	2003–01
Romania	StrawberryNet	www.sbnet.ro	2000-09
South Africa	Community Education Computer Society (CECS)	www.cecs.org.za	2003-02
	Southern African NGO Network (SANGONeT)	www.sangonet.org.za	93/08/01
	Ungana-Afrika	www.ungana-afrika.org	2005-03
	Women'sNet	www.womensnet.org.za	2003-07
South Asia	Bytes for All[20]	www.bytesforall.org	2004-09
South Korea	Korean Progressive Network Jinbonet	www.jinbo.net	2001-11
Spain	Pangea	www.pangea.org	2000-09
Uganda	Collaboration on International ICT Policy for East and Southern Africa (CIPESA)	www.cipesa.org	2007-05
	Women of Uganda Network (WOUGNET)	www.wougnet.org	2005-05
UK	Computer Aid International	www.computeraid.org	2004-01
	GreenNet	www.gn.apc.org	1990-05
USA	Institute for Global Communications (IGC)	www.igc.org	1990-05
	LaborNet	www.labornet.org	2001-01
	May First/People Link	www.mayfirst.org	2009-01
Uruguay	Third World Institute (ITeM)	www.item.org.uy	1991-12
Venezuela	Fundación Escuela Latinoamericana de Redes (ESLARED)	www.eslared.org.ve	2005-04

9. Staff

APC has a small, professional staff, each living in different countries and communicating day-to-day over the internet (we have no central headquarters).

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[20] APC works actively with Bytes for All in Pakistan and Bangladesh to implement projects there.

Staff in November 2009
Management systems

Job title	Team member, location	FTE
Management systems		
Executive director	Anriette Esterhuysen, South Africa	1
Assistant to the executive director	Emilar Vushe, South Africa	1
Administrator	Eunice Mwesigwa, South Africa	0.5
Finance manager	Maya Sooka, South Africa	0.8
Finance associate	Misty McWilliam, South Africa	0.5
Finance assistant	Fatima Bhyat, South Africa*	0.7
Events and logistics coordinator	Mylene Soto, Philippines*	0.75
Communications, media and promotions manager	Karen Higgs, Uruguay	0.8
Specialist editor	Analía Lavin, Uruguay	0.8
Communications associate	Lisa Cyr, Canada	1
Technical information coordinator	Sarah Tomas, Philipines	0.6
	TOTAL FTE	8.45
Consultants/temporary staff		
Technical information coordinator	Adolfo Dunayevich, Mexico	0.12
Strategic Technologies and Network Development Programme		
Strategic Use Programme manager	Karen Banks, UK	0.8
Knowledge sharing coordinator	Karel Novotný, Uruguay	0.8
Project worker	Cheekay Cinco, Philippines	0.7
	TOTAL FTE	2.3
Women's Networking Support Programme (APC WNSP)		
Women's Networking Support Programme manager	Chat Garcia Ramilo, Philippines*	1
APC-Africa-Women coordinator	Jennifer Radloff, South Africa	1
APC-Africa-Women co-coordinator	Sylvie Niombo, Congo	0.5
LAC regional coordinator	Dafne Plou, Argentina	0.8
GEM Practitioners Network coordinator	Lenka Simerska, Czech Republic	0.5
GenderIT.org coordinator	Katerina Fialova, Czech Republic	0.8
GEM research coordinator	Angela Kuga Thas, Malaysia	1
Communications coordinator	Erika Smith, Mexico*	0.6
Women's Rights and ICT project coordinator	Jac sm Kee, Malaysia	1
MDG3 project coordinator	Janine Moolman	0.5
	TOTAL FTE	7.7
Consultants/temporary staff		
GenderIT.org website editor	Flavia Fascendini, Brazil	0.25
Communications and Information Policy Programme		
Policy programme manager	Willie Currie, USA	0.8
National ICT Policy Advocacy (NIPA) coordinator	Natasha Primo, South Africa	1
Latin America policy programme (CIPP-LA) coordinator	Valeria Betancourt, Ecuador	0.8
Communications advisor to CIPP-LA	Analía Lavin, Uruguay	0.2
	TOTAL FTE	2.8
Consultants/temporary staff/interns		
CIPP-LA website editor	Florencia Flores, Uruguay	0.25
TOTAL STAFF		21.25

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

TOTAL APC STAFF = 21.25 FTE (full time equivalent) (up from 20.3 FTE in 2008) and 27 individuals excluding consultants and temporary staff.

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 and cost effective and contributes to building a strong and sustainable team.

10. Websites

1. APC.org – 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 versions available in English, Spanish and French and a limited version in Portuguese (which includes core info about APC and our projects; other info appears in English). There are three associated newsletters (APCNews/APC Noticias/APC Nouvelles) to which anyone can subscribe. Newsletters are distributed with graphics and/or in text.

2. Policy: Fibre for Africa – Aggregated content on access to affordable broadband in Africa.

3. Policy: LAC ICT policy monitor – Website on key Latin American and Caribbean (LAC) policy issues, with both aggregated and original content. There is an associated newsletter to which anyone can subscribe known as the Boletin. The site and newsletter are in Spanish.

4. Policy: ICT policy training portal – Training modules on ICT policy available in French, English and Spanish.

5. Policy, women and ICTs: GenderIT.org – Original content on gender and ICT policy available mostly in English and Spanish (with some articles in Portuguese). There is an associated newsletter (GenderCentered/PoliTICas) to which anyone can subscribe.

6. Strategic use of ICTs: ItrainOnline – Multilingual online repository of training resources in ICT. Updated by APC and partners.

7. Women and ICTs: APC Women's Networking Support Programme – APC's women's programme's dedicated website features their key initiatives.

8. Women and ICTs: Feminist Tech Exchange – The FTX website was created in 2008 when the first FTX took place. It was used both for public dissemination on the event and the content produced there and as an exchange space for participants. This platform is being used for future FTXs.

9. Women and ICTs: Gender Evaluation Methodology – GEM is an innovative evaluation methodology developed by APC to ensure that ICT projects benefit men and women equally. (A new platform is being developed).

10. Women and ICTs: Take Back the Tech! – A global campaign on the connection between violence against women and ICTs. The site also agregates information feeds from all local campaigns. It is also a workspace where people can upload and download resources, look for local campaigns or organisations that are joining the campaign, etc.

11. [Women and ICTs: GenARDIS](#) – GenARDIS stands for Gender, Agriculture and Development in the Information Society and is a small grants project run by APC for a number of collaborating partners. The website is used both for public dissemination on the project and the grantees and as an exchange space.

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

11. 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.

Summary					
Reported period	Year 2008				
First visit	01 Jan 2008 - 00:00				
Last visit	31 Dec 2008 - 23:59				
	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Viewed traffic *	**<= 287196** Exact value not available in 'Year' view	**517808** (1.8 visits/visitor)	**2136955** (4.12 pages/visit)	**6062296** (11.7 hits/visit)	**153.09 GB** (310 KB/visit)
Not viewed traffic *			**8151347**	**8403943**	**172.82 GB**

* Not viewed traffic includes traffic generated by robots, worms, or replies with special HTTP status codes.

In 2008, apc.org received nearly 300,000 unique visitors accessing more than 2.1 million pages. It is a site that attracts people from all over the world. The most visitors come from the USA, with Brazil and Germany in second and fourth place respectively.

In the top visiting nations registered by continent were:
- North America: USA (us), Canada (ca) (in this order)
- Europe: Great Britain (gb), Germany (de), Russian Federation (ru), Spain (es), France (fr), European Country (eu), Czech Republic (cz), Norway (no), Netherlands (nl), Belgium (be) (ditto)
- LAC: Brazil (br), Colombia (co), Argentina (ar), Mexico (mx), Uruguay (uy)
- Asia-Pacific: South Korea (kr), Australia (au), China (cn)
- Africa: South Africa (za)