

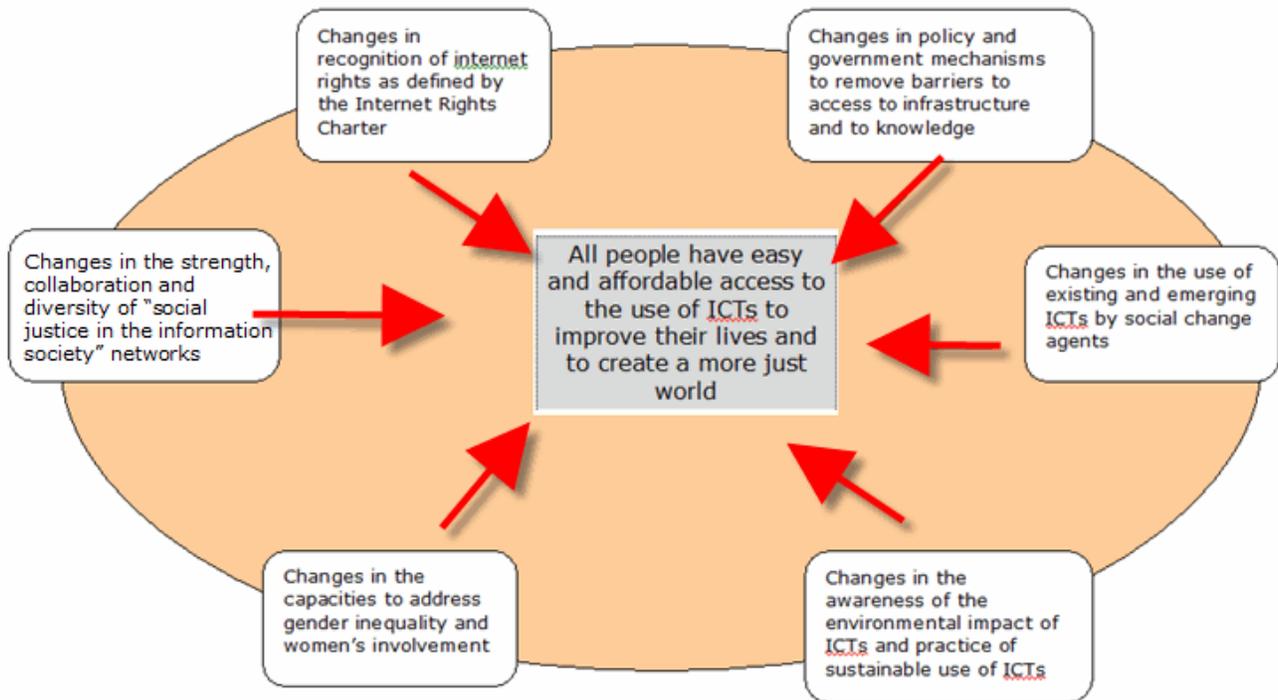
**Association for Progressive Communications
Organisational Profile
September 2009**

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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



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.



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.

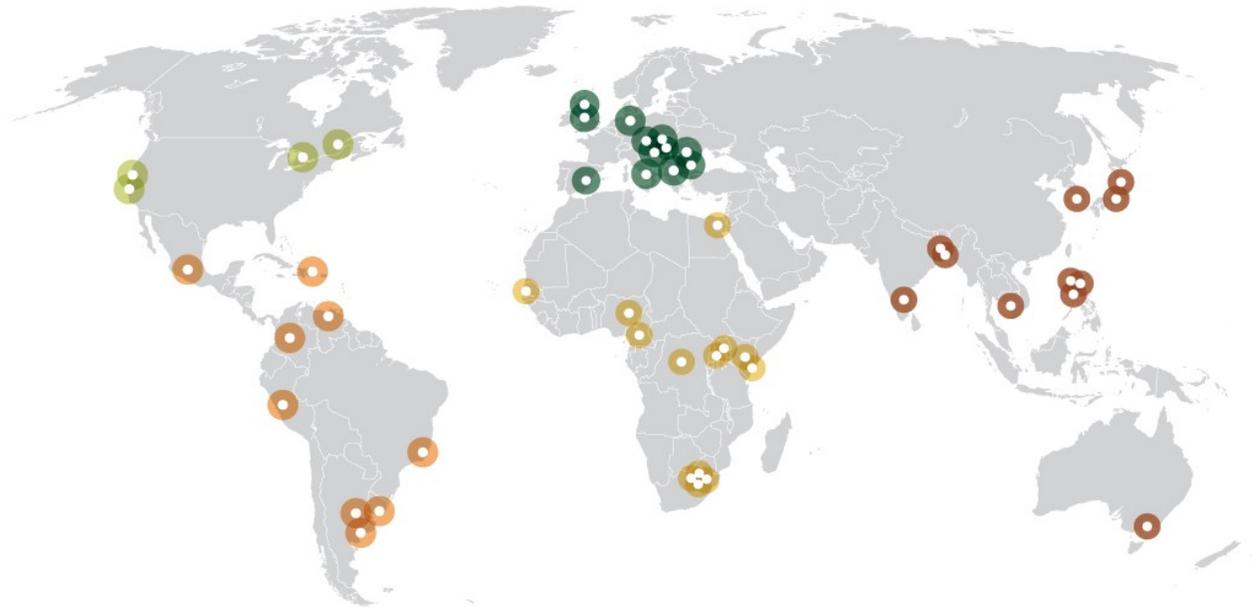


Fig: APC members in November 2007

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 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

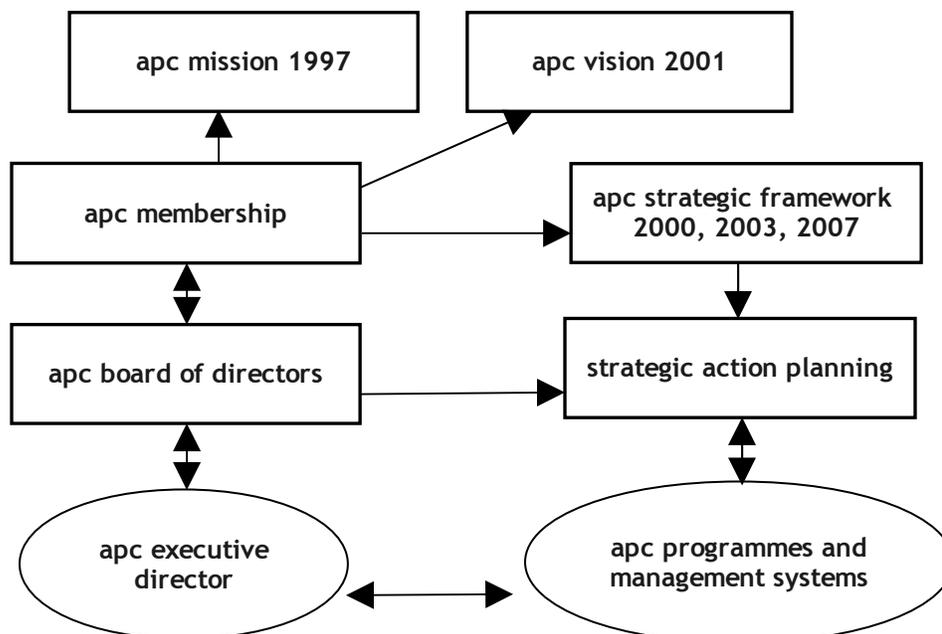
Founded in 1990, we operated legally as a partner of the Tides Foundation¹ until we incorporated under section 501(c)(3), Public Charity Status 170 (b)(1)(A)(vi) State of California, USA in 1998.

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

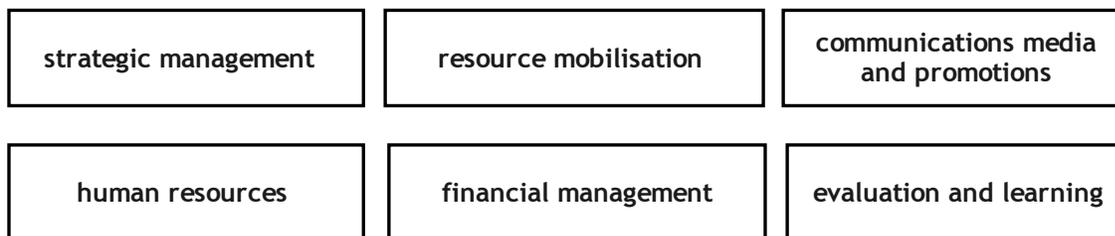
Our structure has evolved since its founding in 1990. For many years there was only one staff member, who focused on facilitating interaction among members. In October 2008 we had a staff team of around 30 people, many working part-time. In April 2002 the board of directors approved an organisational structure made up of programmes and management systems:



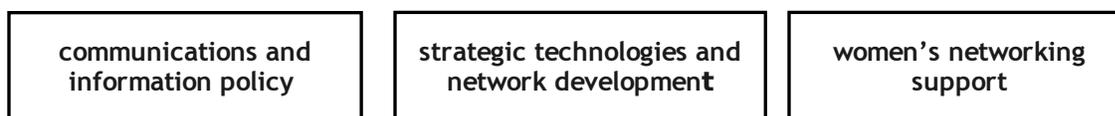
¹ A foundation that provides legal and financial management services to non-governmental organisations (NGOs).

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**:



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 Technologies and Network Development

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, and by supporting the use and development of ICTs that is environmentally sustainable.

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

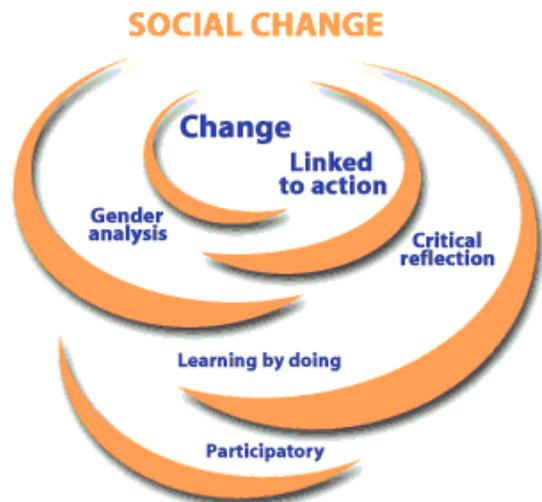
APC's approach to monitoring and evaluation is learning-oriented. It is guided by, on the one hand, our approach to achieving change through working both at the level of policy and practice (formalised as an organisational approach in 2001) and, on the other, the principles outlined in the "Learning for Change"² 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.

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

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 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 2006.⁵ 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. 267-296.⁶

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 2009-12 cycle, we have chosen to draw on the Outcome Mapping and Most Significant Change methodologies.⁷ Outcome mapping works on the principle that development is essentially about people... [It] recognises that development efforts

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

⁴ programs.ssrc.org/itic/tcsdocs/

⁵ <http://apc.org/en/pubs/manuals/wireless/africa/evaluation-wireless-workshops-cwca>

⁶ <http://www.ijoc.org/ojs/index.php/ijoc/article/view/13/39>

⁷ Sarah Earl, Fred Carden and Terry Smutylo *Outcome Mapping: The Challenges of Assessing Development Impacts* (Ottawa: International Development Research Centre, 2001)

will more likely be successful when they devolve continuing responsibility to local people and to local institutions.”⁸ 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

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:

Name	Role	Country of residence	Institutional affiliations	Position
Danilo Lujambio	Chair	Argentina	Tau	Treasurer
Valentina Pelizzer	Vice Chair	Bosnia-Herzegovina	One World South Eastern Europe	Manager
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
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 July 2009, we had 52 members in 37 countries. A membership working group made up of council, board and staff members review applications for membership.

Country	Organisation	Website
Argentina	Nodo Tau	www.tau.org.ar
	Wamani	www.wamani.apc.org
Australia	APC.au	apc.org.au
Bangladesh	Voices for Interactive Choice and Empowerment (VOICE)	www.voicebd.org
	Bangladesh Friendship Education Society (BFES)	www.bfes.net
Bosnia-Herzegovina	OneWorld Platform for Southeast Europe Foundation (OWPSEE)	see.oneworld.net
Brazil	Information Network for the Third Sector (RITS)	www.rits.org.br
Bulgaria	BlueLink Information Network	www.bluelink.net
Cambodia	Open Forum of Cambodia	www.forum.org.kh
	Open Institute	www.open.org.kh/en
Cameroon	Protege QV	www.protegeqv.org
Canada	Web Networks	www.web.net
	Alternatives ⁹	www.alternatives.ca
Colombia	Colnodo	www.colnodo.apc.org
Congo, Republic of	AZUR Développement	www.azurdev.org
Costa Rica	Sula Batsu	www.sulabatsu.com
Croatia	ZaMirNET	www.zamirnet.hr
Czech Republic	Econnect	www.ecn.cz
Dominican Republic	Networks & Development Foundation (FUNREDES)	www.funredes.org

⁸ Debbie Budlender in an internal report on monitoring and evaluation in APC, July 2008..

⁹ Alternatives also has an office in the DRC.

Egypt	ArabDev	www.arabdev.org
Germany	ComLink	www.comlink.org
Hungary	Green Spider	www.zpok.hu
Italy	Cooperativa Kine	www.kine.coop/
Japan	JCA-NET	www.jca.apc.org/
	Jcafe - Japan Computer Access for Empowerment	www.jcafe.net/english/
Kenya	Arid Lands Information Network - East Africa (ALIN)	www.alin.or.ke
	African Regional Centre for Computing (ARCC)	www.arcc.or.ke
	KICTANet	www.kictanet.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.sbn.ro
Senegal	Environnement et Développement du Tiers Monde (Enda-tm)	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.wougn.net
	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
	May First/People Link	www.mayfirst.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 2008.

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Income USD	660,000	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 ¹¹	3	5	9	12	25	26	29	26	26

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

Members	18	25	25	35	37	41	est. 50	49	52
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Staff in June 2009 Management Systems

Job Title	Team member, location	FTE
Executive Director	Anriette Esterhuysen, South Africa	1
Assistant to the Executive Director	Emilar Vushe, South Africa ¹²	1
Finance Manager	Maya Sooka, South Africa	0.8
Finance Assistant and Human Resources Administrator	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	Analia Lavin, Uruguay	0.6
Communications, Media and Promotions Associate	Lisa Cyr, Canada	1
Systems and Technical Coordinator	Sarah Tomas, Philipines	0.6
	TOTAL FTE	5.65
Consultants/Temporary Staff		
Administrator	Eunice Mwesigwa	.5 FTE
Accounting and Financial Consultant	Misty McWilliams, South Africa	.25 FTE
Technical support and development	Adolfo Dunayevich, México	18 hours per month
STaND		
Manager	Karen Banks, UK	0.8
Knowledge Sharing Projects Coordinator	Karel Novotný, Czech Republic	0.8
Project Coordinator	Cheekay Cinco, Philippines	0.7
	TOTAL FTE	2.3

WNSP

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
PARM ¹³ Regional Coordinator	Dafne Plou, Argentina	0.8
GEM Practitioners Network Coordinator	Lenka Simerska, Czech Republic	0.5
Gender and ICT Policy Monitor Coordinator	Katerina Fialova, Czech Republic	0.8
GEM Research Coordinator	Angela Kuga Thas, Malaysia	1
Communications Coordinator	Erika Smith, Mexico*	0.6
Violence against women and ICT Project Coordinator	Jac sm Kee, Malaysia	1
Technical support to GenArdis, GEM and GenderIT.org	Sarah Tomas, Philipines	0.2
	TOTAL FTE	7.4
Consultants/Temporary Staff		
GenderIT Site Editor	Flavia Fascendini, Brazil	0.25

CIPP

Manager	Willie Currie, USA	0.8
National ICT Policy Advocacy Coordinator	Natasha Primo, South Africa	1
Latin America Coordinator	Valeria Betancourt, Ecuador	0.8
Specialist Editor	Analia Lavin, Uruguay	0.4
	TOTAL FTE	3
Consultants/Temporary Staff/Interns		

* 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 24 individuals excluding consultants and temporary staff

APC finance and resource mobilisation

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.

¹¹ Excludes consultants.

¹² Emilar Vushe joined APC mid May 2009

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

Primary sources of grant income at present are:

- Humanist Institute for Cooperation with Developing Countries (HIVOS), USD169, 000 for 2009 -2012 and USD 89,000 for CIPP
- Ministry of Foreign Affairs of the Netherlands (DGIS), USD719, 000 for WNSP
- The Ford Foundation USD 295, 000 for WNSP
- Institute for International Education USD177, 000 for management.
- IDRC, USD 111,000 for WNSP.
- IDRC, USD 176,000 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 have been commissioned by 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
Gender Awards	www.genderawards.net	Spanish/Portuguese under development
Gender and ICT policy portal	www.genderit.org	English
APC Africa Women (AAW)	www.apcafricawomen.org	English (some French content)
Itrainonline	www.itrainonline.org	English
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.fibreforfricafica.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, Strawberry.net	politic.ngo.ro/	Romanian/English
South Africa, WomensNet	womensnet.org.za/ict/	English
Spain, Pangea	www.pangea.org/dona/frameset_tics	Spanish/Catalan
Uganda, WOUUNET	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.

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)

End//