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

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.

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](image)

**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 Foundation\(^1\) 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:

- strategic management
- resource mobilisation
- communications media and promotions
- human resources
- financial management
- evaluation and learning

We have three programmes:

- communications and information policy
- strategic technologies and network development
- women’s networking support

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” 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 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 study (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.

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. 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.

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. Outcome mapping works on the principle that development is essentially about people... [It] recognises that development efforts

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1 www.panos.org.uk/files/Louder%20Voices.pdf
2 programs.ssrc.org/iti/cisdocs/
4 http://www.ijoc.org/ojs/index.php/ijoc/article/view/13/39
5 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:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Country of residence</th>
<th>Institutional affiliations</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Danilo Lujambio</td>
<td>Chair</td>
<td>Argentina</td>
<td>Tau</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Valentina Pelizzer</td>
<td>Vice Chair</td>
<td>Bosnia-Herzegovina</td>
<td>One World South Eastern Europe</td>
<td>Manager</td>
</tr>
<tr>
<td>Andrew Garton</td>
<td>Secretary</td>
<td>Australia</td>
<td>APC.au</td>
<td>Director</td>
</tr>
<tr>
<td>Magela Sigillito</td>
<td>Treasurer</td>
<td>Uruguay</td>
<td>ITTeM</td>
<td>Director, internet area</td>
</tr>
<tr>
<td>James Nguo</td>
<td>Director</td>
<td>Kenya</td>
<td>Arid Lands Information Network - East Africa</td>
<td>Executive director</td>
</tr>
<tr>
<td>Al Alegre</td>
<td>Director</td>
<td>Philippines</td>
<td>Forum for Media Alternatives</td>
<td>Executive director</td>
</tr>
<tr>
<td>Michel Lambert</td>
<td>Director</td>
<td>Canada</td>
<td>Alternatives</td>
<td>Executive director</td>
</tr>
<tr>
<td>Anriette Esterhuysen</td>
<td>Director (ex officio)</td>
<td>South Africa</td>
<td>APC</td>
<td>Executive director</td>
</tr>
</tbody>
</table>

### 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.

<table>
<thead>
<tr>
<th>Country</th>
<th>Organisation</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>Nodo Tau</td>
<td><a href="http://www.tau.org.ar">www.tau.org.ar</a></td>
</tr>
<tr>
<td></td>
<td>Wamani</td>
<td><a href="http://www.wamani.apc.org">www.wamani.apc.org</a></td>
</tr>
<tr>
<td>Australia</td>
<td>APC.au</td>
<td><a href="http://apc.org.au">apc.org.au</a></td>
</tr>
<tr>
<td>Bangladesh</td>
<td>Voices for Interactive Choice and Empowerment (VOICE)</td>
<td><a href="http://www.voicebd.org">www.voicebd.org</a></td>
</tr>
<tr>
<td></td>
<td>Bangladesh Friendship Education Society (BFES)</td>
<td>[www bfes.net](<a href="http://www">http://www</a> bfes.net)</td>
</tr>
<tr>
<td>Bosnia-Herzegovina</td>
<td>OneWorld Platform for Southeast Europe Foundation (OWPSEE)</td>
<td><a href="http://see.oneworld.net">see.oneworld.net</a></td>
</tr>
<tr>
<td>Brazil</td>
<td>Information Network for the Third Sector (RITS)</td>
<td><a href="http://www.rits.org.br">www.rits.org.br</a></td>
</tr>
<tr>
<td>Bulgaria</td>
<td>BlueLink Information Network</td>
<td><a href="http://www.bluelink.net">www.bluelink.net</a></td>
</tr>
<tr>
<td>Cambodia</td>
<td>Open Forum of Cambodia</td>
<td><a href="http://www.forum.org.kh">www.forum.org.kh</a></td>
</tr>
<tr>
<td>Cameroon</td>
<td>Protege QV</td>
<td><a href="http://www.protegeqv.org">www.protegeqv.org</a></td>
</tr>
<tr>
<td>Canada</td>
<td>Web Networks</td>
<td><a href="http://www.web.net">www.web.net</a></td>
</tr>
<tr>
<td></td>
<td>Alternatives(^7)</td>
<td><a href="http://www.alternatives.ca">www.alternatives.ca</a></td>
</tr>
<tr>
<td>Colombia</td>
<td>Colnodo</td>
<td><a href="http://www.colnodo.apc.org">www.colnodo.apc.org</a></td>
</tr>
<tr>
<td>Congo, Republic of</td>
<td>AZUR Développement</td>
<td><a href="http://www.azurdev.org">www.azurdev.org</a></td>
</tr>
<tr>
<td>Costa Rica</td>
<td>Sula Batsu</td>
<td><a href="http://www.sulabatsu.com">www.sulabatsu.com</a></td>
</tr>
<tr>
<td>Croatia</td>
<td>ZaMirNET</td>
<td><a href="http://www.zamirnet.hr">www.zamirnet.hr</a></td>
</tr>
<tr>
<td>Czech Republic</td>
<td>Econnect</td>
<td><a href="http://www.ecn.cz">www.ecn.cz</a></td>
</tr>
<tr>
<td>Dominican Republic</td>
<td>Networks &amp; Development Foundation (FUNREDES)</td>
<td><a href="http://www.funredes.org">www.funredes.org</a></td>
</tr>
</tbody>
</table>

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

\(^9\) Alternatives also has an office in the DRC.
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.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Income USD</td>
<td>660k</td>
<td>780k</td>
<td>1,340k</td>
<td>1,330k</td>
<td>1,480k</td>
<td>4,200k</td>
<td>3,630k</td>
<td>2,080k</td>
<td>3,589k</td>
</tr>
<tr>
<td>Expenditure</td>
<td>670k</td>
<td>720k</td>
<td>1,110k</td>
<td>1,430k</td>
<td>1,500k</td>
<td>4,600k</td>
<td>3,360k</td>
<td>2,510k</td>
<td>3,411k</td>
</tr>
<tr>
<td>Staff - FTEs</td>
<td>2.5</td>
<td>3.75</td>
<td>5</td>
<td>12.5</td>
<td>12.5</td>
<td>17.55</td>
<td>19.6</td>
<td>20.3</td>
<td>19.75</td>
</tr>
<tr>
<td>Staff - individuals</td>
<td>3</td>
<td>5</td>
<td>9</td>
<td>12</td>
<td>25</td>
<td>26</td>
<td>29</td>
<td>26</td>
<td>26</td>
</tr>
</tbody>
</table>

10 APC works actively with Bytes for All in Pakistan and Bangladesh to implement projects there.
Staff in June 2009
Management Systems

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Team member, location</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>Anriette Esterhuysen, South Africa</td>
<td>1</td>
</tr>
<tr>
<td>Assistant to the Executive Director</td>
<td>Emilar Vushe, South Africa</td>
<td>1</td>
</tr>
<tr>
<td>Finance Manager</td>
<td>Maya Sooka, South Africa</td>
<td>0.8</td>
</tr>
<tr>
<td>Finance Assistant and Human Resources Administrator</td>
<td>Fatima Bhyat, South Africa*</td>
<td>0.7</td>
</tr>
<tr>
<td>Events and Logistics Coordinator</td>
<td>Mylene Soto, Philippines*</td>
<td>0.75</td>
</tr>
<tr>
<td>Communications, Media and Promotions Manager</td>
<td>Karen Higgs, Uruguay</td>
<td>0.8</td>
</tr>
<tr>
<td>Specialist Editor</td>
<td>Analia Lavin, Uruguay</td>
<td>0.6</td>
</tr>
<tr>
<td>Communications, Media and Promotions Associate</td>
<td>Lisa Cyr, Canada</td>
<td>1</td>
</tr>
<tr>
<td>Systems and Technical Coordinator</td>
<td>Sarah Tomas, Philippines*</td>
<td>0.6</td>
</tr>
</tbody>
</table>

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 |

TOTAL FTE: 2.3

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, Philippines       | 0.2 |

TOTAL FTE: 7.4

Consultants/Temporary Staff/Interns

GenderIT Site Editor | Flavia Fascendini, Brazil | 0.25 |

TOTAL FTE: 3

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

* 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.

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[12] Emilar Vushe joined APC mid May 2009
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

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>URL</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>APC Website</td>
<td><a href="http://www.apc.org">www.apc.org</a></td>
<td>English/Spanish/French/Portuguese</td>
</tr>
<tr>
<td>APC Women's Programme</td>
<td><a href="http://www.apcwomen.org">www.apcwomen.org</a></td>
<td>English</td>
</tr>
<tr>
<td>Gender and ICT evaluation website</td>
<td><a href="http://www.apcwomen.org/gem">www.apcwomen.org/gem</a></td>
<td>English, Spanish/Portuguese under development</td>
</tr>
<tr>
<td>Gender Awards</td>
<td><a href="http://www.genderawards.net">www.genderawards.net</a></td>
<td>English</td>
</tr>
<tr>
<td>Gender and ICT policy portal</td>
<td><a href="http://www.genderit.org">www.genderit.org</a></td>
<td>English/Spanish/Portuguese</td>
</tr>
<tr>
<td>APC Africa Women (AAW)</td>
<td><a href="http://www.apcafricanwomen.org">www.apcafricanwomen.org</a></td>
<td>English (some French content)</td>
</tr>
<tr>
<td>Ittrainonline</td>
<td><a href="http://www.ittrainonline.org">www.ittrainonline.org</a></td>
<td>Multi-lingual</td>
</tr>
<tr>
<td>APC ICT POLICY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>APC Africa ICT policy monitor</td>
<td>africa.rights.apc.org</td>
<td>English/French</td>
</tr>
<tr>
<td>APC LAC ICT policy monitor</td>
<td>lac.derechos.apc.org</td>
<td>Spanish</td>
</tr>
<tr>
<td>Fibre For Africa campaign</td>
<td><a href="http://www.fibreforafrica.net">www.fibreforafrica.net</a></td>
<td></td>
</tr>
<tr>
<td>National</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Argentina, NodoTAU</td>
<td>cmsi.tau.org.ar</td>
<td>Spanish</td>
</tr>
<tr>
<td>Australia, apc.au</td>
<td>wsis.apc.org.au</td>
<td>English</td>
</tr>
<tr>
<td>Bangladesh, Bytes for All</td>
<td>bangladeshictpolicy.bytesforall.net</td>
<td>English</td>
</tr>
</tbody>
</table>
APC website statistics

APC’s website ([www.apc.org](http://www.apc.org)) includes the statistics for all sites on the apc.org domain, including the African and LAC ICT Policy Monitors.

![Summary Table]

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//