



APC Action Plan 2004-2008

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1. APC strategic priorities 2004-8

Note: paragraph numbers are in square brackets []

[1] Since our founding in 1990 APC's priorities have been determined by our members. APC's members are civil society organisations (CSOs) helping other CSOs to make better use of information and communication technologies (ICTs) in their own communities in Africa, the Asia-Pacific, the Americas and Europe.

1.1 Context

[2] Every APC member is represented on the APC council (the body that determines APC's strategic direction). At its recent meeting in Cartagena, Colombia, November 2003, the council identified APC's strategic priorities for the next three years. Members focused on two areas of challenge and opportunity facing the APC community and, more broadly, civil society organisations who are using ICTs as an essential part of their work.

[3] Firstly, the strategic use of ICTs or how CSOs can make use of ICTs in ways that integrate with their goals and utilise the transformative potential of working in a networked way (across geographical, institutional and other boundaries).

[4] ICTs have a fundamental impact on social justice work. APC members are ICT providers but they are also –uniquely– sustainable development and social justice activists in their own right. They provide `social tech support to civil society. In a keynote address at a face-to-face meeting of APC council members in Cartagena, Colombia in 2003, Luis Fernando Barron of the Colombian popular education institute CINEP pointed out that online collaboration and workspaces create contexts where identity and geographical boundaries are being redefined.

[5] Our members see that in order to take advantage of this redefining of workspaces, CSOs all over the world need to be empowered to be able to use ICTs strategically. Being able to send and receive email is very useful to any social organisation but ICTs can be made to work for CSOs in so many other ways, e.g. saving time and travel expenses by working in collaboration with distant partners online; being able to make informed decisions about low-cost computing options such as free software and refurbished computers; and increasing transparency in organisational governance, management, reporting and accountability to donors and partners. CSOs need support and capacity-building that extends beyond building IT skills and providing access to tools.

[6] Secondly members emphasised the need for continued APC involvement in ICT policy, planning and regulatory processes internationally and support for our members and partners' Eadvocacy work nationally and regionally. These processes impact broadly on ICT use and on our work for sustainable development and social and gender justice.

1.2 APC Strategic Priorities for 2004-8

[7] **Note:** the final column of the detailed APC action plans in section 3 of this document refer to these priorities as 1,2,3, and to the crosscutting themes as A, and B.

[8] In response to these challenges members identified the following three strategic priorities for 2004-8 are:

1) [9] **Promoting and facilitating strategic use of ICTs by civil society organisations.**

Goal: Enable CSOs to make use of ICTs in ways that integrate well with their goals and needs and harness the potential for collaboration and change that can come from working in a networked environment. APC believes CSOs can become more than consumers of ICTs; they can shape technologies, applications and solutions and facilitate ICT developments that respond to needs of people who are not considered part of a significant market.

2) [10] **Strengthening APC and civil society organizations role and engagement in ICT policy processes.**

Goal: Build more inclusive ICT decision-making processes by facilitating civil society engagement through building their capacity and supporting advocacy, at national and international levels. Civil society inclusion in policy-making will lead to their involvement in implementing and monitoring policies, and ultimately to societies in which there is greater citizen participation.

3) [11] **Growing and strengthening the network of CSOs promoting the use of ICTs for social justice and development.**

Goals: Build networking for learning and collaboration among organizations promoting the use of ICTs for social justice and development through information exchange and collaborative project implementation. Maximise APC member involvement in the work of the APC, facilitate greater collaboration among members and provide support to members in specific areas of need.

[12] APC's strategic priorities and actions are crosscut by two additional themes:

a) [13] Our commitment to sustainable development. APC believes that: Social and economic inequalities within and between countries is the underlying cause of the so-called 'digital divide' is not just digital and for that reason we prefer not to use this misleading term.

[14] The Earth's environment must be protected. The biodiversity and ecosystems that support all life on the planet are under increasing threat from the models of economic growth and development pursued by many governments and international institutions.

[15] By specifying that development must be sustainable we choose to explicitly engage factors that are often ignored by the mainstream ICT4D (ICT for development) sector.

b) [16] Our commitment to gender equality and women's empowerment: APC's strategic priorities and actions are grounded in the belief that ICTs and the internet can play a crucial role in working for equality between the sexes and women's empowerment.

2. APC's Objectives (Key Result Areas) for 2004-8

[17] Measuring progress and impact is one of the greatest challenges for any organisation. In a membership organisation like the APC this is even more complex because our work is thematically and geographically distributed.

[18] APC has chosen to state our goals and objectives as Key Result Areas (KRAs). Key results are broad medium-term deliverables which outline how strategic priorities will be addressed. Each KRA has its own specific indicators, which are included in the detailed plans below. Towards the end of 2005, and again in 2007, we can evaluate our progress in implementing these key result areas, and comment critically on their relevance and usefulness.

[19] Achieving the KRAs together is the method we use for ensuring that we implement our strategic priorities. APC has two levels of KRA: APC wide KRAs that applies to all programmes but for which the management systems team take responsibility, and, APC programme KRAs, where each programme team identifies the key results that they feel are needed to implement APC's strategic priorities

2.1 APC-wide objectives (key result areas) 2004-8

1. [20] *APC to be recognised as a culturally and geographically diverse network characterised by the commitment and expertise that its staff and membership bring to their work for an Internet that promotes development and equality.*
2. [21] *APC to be a credible and vibrant space for the innovation, incubation, testing and dissemination of effective methodologies, practices and tools for the strategic use of ICTs for development and social justice.*
3. [22] *APC to strengthen existing and build new strategic partnerships regionally and internationally through the implementation of its strategic priorities and activities.*
4. [23] *APC to attract additional members, especially those from geographical or thematic areas in which we have not currently worked, who desire to join the APC because they identify with, and want to contribute to, our mission and work.*
5. [24] *APC to continue to play a meaningful role in building the capacity of its members through workshops, peer exchange, project development, fundraising information and support, resource dissemination and collaboration.*
6. [25] *Strengthen the APC network by expanding participative project initiation and development among its members that reflects local needs and priorities.*
7. [26] *The three APC programme areas (policy, women and strategic ICT use) to work in an integrated manner that strengthens the work of each programme team, the capacity of individual staff, the overall outcomes of APC's work and the benefits to the communities that we work with.*
8. [27] *The APC team to develop a common understanding of excellence in the quality of our work and to always strive to maintain the highest possible standards. This would apply to all our internal and external outputs (websites, newsletters, reports, proposals, events etc.).*
9. [28] *APC to build reflection on the impacts of our work into all our programmes and projects; this will include critical analysis, evaluation, monitoring and measuring – at quantitative and qualitative levels.*

10. [29] *APC in its policy advocacy and through its practice and networking to raise awareness among donor and development agencies of the importance of approaching their 'ICT4D' work informed by the principles of building local capacity and ownership, strengthening human rights and social justice, and sustainable development.*
11. [30] *APC to maintain its current sound financial base but to achieve greater financial independence through: full cost recovery on all projects and exploring options for revenue generation (e.g. through consulting work) for the network and its members.*

2.2 APC programme objectives (key result areas) 2004-8

2.2.1 Communications and Information Policy Programme (CIPP) KRAs

GOAL: Build more inclusive ICT decision-making processes by facilitating civil society engagement through building CSO capacity and supporting advocacy, at national, regional and international levels.

1. Greater awareness by CSOs of ICT policy issues
2. Confident regional CSO networks influencing ICT policy processes, promoting ICTs for sustainable development, environmental protection and poverty reduction
3. Locally driven advocacy campaigns which influence ICT policy/regulatory environments
4. CIPP more relevant and essential to members
5. APC to be a lead actor in global ICT policy processes that reflect regional and national priorities and contexts.

2.2.2 Women's Networking Support Programme KRAs

GOAL: To promote gender equality and women's empowerment through gender and ICT advocacy at all levels and the strategic use of applications and tools by women's movements to strengthen their networking.

1. A visible national, regional, and international policy advocacy movement with a strong gender and ICT agenda.
2. Influence ICT policy and gender policy with the gender and ICT agenda on an international, regional, and national level, including donors and international agencies.

3. WNSP members have increased technical skills, are networking with more women technicians, and are shaping ICT tools for women.
4. Women and their organizations aware of and trained in the use of affordable, appropriate, and innovative tools and applications in order to strengthen their networks and raise the profile of content produced by women.
5. The effective application of GEM by ICT practitioners, donor agencies and international organizations.
6. An engaged global WNSP network with an expanded and strengthened membership base in our priority regions.
7. A global WNSP network with increased capacity in developing and implementing sustainability strategies.
8. Effective interaction with APC members and Programmes

2.2.3 Strategic Use and Capacity Building KRAs

Goal: APC believes that CSOs should be more than unquestioning consumers of ICTs. The SU&CB programme aims to support CSOs in harnessing ICTs to address social change and development priorities. Our goals are to make CSOs aware of the ICT choices they have and to build their capacity to make informed decisions, and use ICTs in ways that integrate well with their goals and needs, and to support them in harnessing the potential for collaboration and change that can come from working in a networked environment.

1. APC is a hub of innovative thinking and methodologies, tools and resources that will support and promote the strategic use of ICTs by CS with particular emphasis on the use of FLOSS.
2. All APC programmes and projects have excellent capacity building activities informed by the learning and resources of the SUCB programme.
3. APC members participate actively in programme activities.
4. APC members and partners are agents of enabling and promoting strategic use in their communities.
5. Capacity building for SU/ICTK4D is prioritised and effectively addressed by funding agencies, CSOs and practitioners
6. Vibrant partnerships reflect cultural, geographic, linguistic and thematic diversity

3. Logical Framework Analysis based on APC's Action Plan 2004-2008

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
<p>3.1 Women's Networking Support Programme (APC WNSP) Managed by Chat Garcia Ramilo <i>Goal: To promote gender equality and women's empowerment through gender and ICT advocacy at all levels and the strategic use of applications and tools by women's movements to strengthen their networking. Specifically, to support women's networking for social change through training, participatory research, evaluation, policy and advocacy in gender and information technology, information facilitation, and regional programme support. WNSP strives to challenge the inequities faced by women, especially in the South.</i></p>					
<p>APC: 2, 3 & B TMF: 3, 4 & 7</p> <p>TMF=DGIS themes</p>	<p>KRA1. <i>A visible national, regional, and international policy advocacy movement with a strong gender and ICT (GICT) agenda.</i></p> <p>Movement = ICT advocates, women's organisations, CSOs, social movements.</p> <p>Geographical Region: <i>Globally</i> <i>Regionally (LAC, Africa, Asia-Pacific, Middle East, CEE, Europe)</i> <i>Nationally</i></p>	<p>1.1 Gender & ICT (GICT) Policy Project</p> <ul style="list-style-type: none"> ▪ ICT policy trainings (Rio, local) ▪ Materials development (primer) and ICT policy curriculum review ▪ The GICT Policy Portal ▪ Build common understanding of WNSP GICT advocacy positions 	<ul style="list-style-type: none"> ▪ Diversity of organisations and actors engaged in GICT issues and policies. ▪ More women involved in ICT policy processes ▪ ICT advocates promoting gender agenda. ▪ Increased accessible and visible content on GICT policy (language and style). 	<ul style="list-style-type: none"> ▪ List of participants at trainings, workshops. ▪ Subscription records to e-mail discussion lists on GICT issues that APC members facilitate or are on. ▪ GICT issues raised on other types of issue-based e-mail discussion lists. ▪ GICT issues raised or voiced out by non-GICT advocates. ▪ Programme agenda for workshops, conferences etc. related to ICTs include a GICT theme. ▪ Programme agenda for workshops, conferences, etc. related to ICTs include GICT as a crosscutting 	<ul style="list-style-type: none"> ▪ Technology-oriented advocates are open to trying to understand GICT issues. ▪ APC WNSP members have access to global, regional and national ICT-related fora.

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				<p>theme, across all issues/topics covered.</p> <ul style="list-style-type: none"> ▪ Number of requests and diversity of type of individuals/organisations who request for materials developed. 	
		<p>1.2 Beijing + 10 Project</p> <ul style="list-style-type: none"> • Awareness workshops on GICT with women's movements ▪ Beijing + 10 regional assessment of Section J, following template, including ICT and Media 	<ul style="list-style-type: none"> ▪ Beijing +10 process incorporating our agenda. ▪ Diversity of women's organisations and actors engaged in GICT issues and policies. ▪ More women are at least aware of ICT policy implications on their advocacy and networking, and on the lives of their constituencies. 	<ul style="list-style-type: none"> ▪ Beijing +10 NGO assessment documents strongly reflect WNSP GICT advocacy position. 	<ul style="list-style-type: none"> ▪ Women's organisations and women's rights and gender equality advocates who work primarily on other issues, such as violence against women, education, health, etc. will be interested to at least follow GICT issues and policy implications on women's use of ICT. ▪ NGO regional assessment of Section J is reviewed and shared by the UN agency concerned (DAW, UNESCAP, etc.) with governments.
		<p>1.3 WSIS follow-up</p> <ul style="list-style-type: none"> ▪ Thematic follow-up on gender ▪ Promote GICT agenda 	<ul style="list-style-type: none"> ▪ WNSP GICT agenda in all APC Communications & Information Policy Programme (CIPP) work (WSIS portals, CRIS campaign). 	<ul style="list-style-type: none"> ▪ WNSP advocacy work reflected on other websites and portals (WSIS, CRIS campaign, rights-based NGOs/CSOs). WNSP advocacy work reflected in ICT for development publications, newsletters. 	<ul style="list-style-type: none"> ▪ APC WNSP members have access to funding to facilitate their continuous participation in the WSIS process. ▪ The different stakeholders (particularly government, media, and international development agencies and donors) involved in WSIS are keen to consult and work with APC WNSP members.
APC: 2, 3 & B	KRA 2. ICT policy and	2.1 GICT Policy Project			

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
<p>TMF: 4 & 7</p> <p><i>gender policy of governments, donors and international agencies influenced with a GICT agenda on an international, regional, and national level.</i></p> <p>Geographical Region: Kenya, Philippines, Africa, Central & Eastern Europe (CEE) Latin America and the Caribbean (LAC)</p>		<ul style="list-style-type: none"> ▪ National ICT Policy – interconnection with CRIS, CATIA, WSIS <ul style="list-style-type: none"> ○ Research guidelines ○ Templates for websites ▪ Research on trends in development solutions in ICT that affect gender 	<ul style="list-style-type: none"> ▪ ICT advocates promoting gender ▪ Increased accessible and visible content on GICT policy (language and style) ▪ Inclusion of gender in ICT policies 	<ul style="list-style-type: none"> ▪ Online content at key GICT and/or ICT for development websites ▪ Research findings cited in advocacy position papers, ICT for development (ICT4D) documents, development policy documents of donors, international agencies, governments, etc. ▪ Number of requests and diversity of type of individuals/organisations who request for research and tools developed. 	<ul style="list-style-type: none"> ▪ The different stakeholders (particularly government, media, and international development agencies and donors) involved in WSIS and ICT4D are keen to consult and work with APC WNSP members.
		<p>2.2 Beijing + 10 Project</p> <ul style="list-style-type: none"> ▪ Policy dialogues with specific stakeholders – decision-makers, donors 	<ul style="list-style-type: none"> ▪ Beijing +10 process incorporating our agenda. ▪ Donors and international agencies taking up GICT policy issues. ▪ Where donors/ international agencies have GICT policy ensure they have monitoring and implementation strategies in place (<i>real</i> gender mainstreaming) 	<ul style="list-style-type: none"> ▪ List of participants to dialogue. ▪ Key action items on GICT identified by decision-makers, donors in dialogue outcome. 	<ul style="list-style-type: none"> ▪ Key actors in ICT4D and WSIS are open to having a dialogue with CSOs on the GICT agenda and implications of current development trends/thrusts, and committed to implementing or supporting recommendations for action.
		<p>2.3 WSIS follow-up</p>	<ul style="list-style-type: none"> ▪ Donors and 	<ul style="list-style-type: none"> ▪ List of workshop 	<ul style="list-style-type: none"> ▪ Key actors in ICT4D and WSIS are

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		<ul style="list-style-type: none"> ▪ Donor workshop 	<p>international agencies taking up GICT policy issues.</p> <ul style="list-style-type: none"> ▪ Where donors/ international agencies have a GICT policy, they ensure that they have monitoring and implementation strategies in place. (<i>real</i> gender mainstreaming.) 	<ul style="list-style-type: none"> ▪ participants. Key action items on GICT identified by decision-makers, donors, international agencies in workshop outcome. 	<p>open to dialogue with CSOs on the GICT agenda and implications of current development trends/thrusts, and committed to implementing or supporting recommendations for action.</p> <ul style="list-style-type: none"> ▪ Donors are keen to work with CSOs, to not only try and meet the needs of CSOs but to also express their own programmatic challenges and needs.
<p><u>APC: 1, 3 & B</u> <u>TMF: 3 & 7</u></p>	<p><i>KRA 3, WNSP members have increased technical skills, are networking with more women technicians, and are shaping ICT tools for women.</i></p> <p>Geographical Region: <i>Globally Asia Africa</i></p>	<p>3.1 Development of appropriate and innovative tools and applications</p> <ul style="list-style-type: none"> ▪ Digitisation of MMTK module ▪ “She Blogs” software ▪ Private and secure on-line communication MMTK module ▪ On-line campaigning tool for women’s organisations with Action Apps 	<ul style="list-style-type: none"> ▪ More technical capacity in WNSP women ▪ Increased number of women ‘techies’ ▪ Active and large network of women trainers ▪ WNSP members at APC trainings ▪ More women shaping and developing tools for women. 	<ul style="list-style-type: none"> ▪ Feedback/evaluation from WNSP members who gain new skills and/or knowledge. ▪ Feedback/evaluation from WNSP members who gain new skills and/or knowledge. ▪ Tools and applications developed ▪ Subscription to online working spaces related to tools and application development. ▪ Composition/profile of work teams tasked to develop tools and applications. 	<ul style="list-style-type: none"> ▪ Successful fund-raising efforts to facilitate as wide as possible participation among WNSP members.
<p><u>APC: 1, 3 & B</u> <u>TMF: 1, 3, 6 & 7</u></p>	<p><i>KRA 4. Women and their organisations aware of and trained in the use of affordable, appropriate, and</i></p>	<p>4.1 Free and Open Source Software (FOSS) Solutions for Women ☐ ☐</p> <ul style="list-style-type: none"> ▪ Awareness raising in WNSP and Women’s organisations 	<ul style="list-style-type: none"> • More women aware of FOSS issues • More women using 	<ul style="list-style-type: none"> • News shared by women regarding online content 	<ul style="list-style-type: none"> • The acceptance and promotion of FOSS applications and tools is not just limited to the south. The CSOs and governments in the north are

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	<p><i>innovative tools and applications in order to strengthen their networks and raise the profile of content produced by women.</i></p> <p>Geographical Region: Globally Regionally (Southern Africa: Women'sNet, APC Africa Women)</p>	<ul style="list-style-type: none"> ▪ Skills building of women technicians ▪ FOSS camps in all regions (Women'sNet in June 2004) ▪ Inventory of appropriate tools 	<p>FOSS applications</p> <ul style="list-style-type: none"> • More women using action apps. • Increased women's content on line. 	<p>published by them using FOSS tools and applications.</p> <ul style="list-style-type: none"> • Demand for action apps. training. • Inventory listing of FOSS-type tools and applications. • News shared by women's organisations and organisations which are women-centred, on the conversion of operating systems to FOSS. 	<p>also actively exploring their further development, use and application.</p>
<p><u>APC: 1, 3 & B</u> <u>TMF: 3 & 7</u></p>		<p>4.2 WENT (Women's Electronic Network Training)</p> <ul style="list-style-type: none"> ▪ Focus: Train the trainers; APC ActionApps; Digitisation ▪ Regional and national: WENT Francophone Africa, WENT Pacific, WENT LAC; WENT Indonesia ▪ Materials development 	<ul style="list-style-type: none"> ▪ More women trained in FOSS-based tools and applications. ▪ More women trained using gender-perspective delivery approaches and content design. 	<ul style="list-style-type: none"> ▪ List of participants ▪ Communication expressing demand from region for trainings ▪ Communication expressing demand from sub-regions for trainings ▪ Communication expressing demand from countries for trainings ▪ Training materials developed. 	<ul style="list-style-type: none"> ▪ Funding successfully secured for trainings, workshops. ▪ National partners are identifiable, keen to work with WNSP and are able to mobilise local partnerships and local/national or sub-regional resources.
<p><u>APC: 1, 3 & B</u> <u>TMF: 3 & 7</u></p>	<p>KRA5. <i>The effective application of the Gender Evaluation Methodology for ICT</i></p>	<p>5.1 GEM Tool</p> <ul style="list-style-type: none"> ▪ Publication of revised tool – printed and CD format ▪ Revision of website - On-line 	<ul style="list-style-type: none"> ▪ Easy access to tools, support, information, results 	<ul style="list-style-type: none"> ▪ Publication (print/CD). ▪ Website ▪ Communication expressing demand in 	<ul style="list-style-type: none"> ▪ Donors, international agencies and governments are keen to use existing and tested tools to evaluate the extent of gender

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	<p><i>Initiatives (GEM) by ICT practitioners, donor agencies and international organisations.</i></p> <p>Geographical Region: <i>Globally, Regionally</i></p>	<ul style="list-style-type: none"> ▪ tool – interaction, innovation ▪ Specialisation and quick assessment 		<ul style="list-style-type: none"> ▪ the use of GEM ▪ New communication sharing experiences + lessons learned. ▪ Communication requesting support/advice in the use of GEM tool. 	<ul style="list-style-type: none"> • mainstreaming in a programme/ project, rather than develop their own.
		<p>5.2 GEM Practitioners Network</p> <ul style="list-style-type: none"> ▪ Trainers workshop in Rio ▪ Practitioners section on website ▪ Spaces for interaction and support 	<ul style="list-style-type: none"> ▪ Consolidated GEM practitioners network 	<ul style="list-style-type: none"> • List of participants • List of identified resource persons/advisors in GEM. 	<ul style="list-style-type: none"> • GEM testers and members trained in GEM keen to become full-time practitioners in GEM
		<p>5.3 GEM Services/Consultancy</p> <ul style="list-style-type: none"> ▪ On the ground project consultancies • Development of services 	<ul style="list-style-type: none"> • Consultancies offered in evaluating extent of gender mainstreaming in projects/ programmes. 	<ul style="list-style-type: none"> • Communication expressing offer of consultancies. 	<ul style="list-style-type: none"> • Donors, international agencies and governments are keen to use existing and tested tools to evaluate gender mainstreaming in a programme/ project, rather than develop their own. • Transparency of members on GEM consultancy services
		<p>5.4 GEM Advocacy</p> <ul style="list-style-type: none"> • GEM for donors/ international agencies • Profile GEM's advocacy component 	<ul style="list-style-type: none"> • Use by donors • Increase in funding of GICT projects. 	<ul style="list-style-type: none"> • Members' feedback /news on donor interaction on GEM. • Members' feedback /news on funding of GICT projects. 	<ul style="list-style-type: none"> • Donors, international agencies and governments are keen to use existing and tested tools to evaluate gender mainstreaming in a programme/ project, rather than develop their own.
		<p>5.5 GEM Workshops</p> <ul style="list-style-type: none"> • Somos@Telecentros (LAC) • TAU (Argentina) • Francophone Africa • Zamirnet (Croatia) • Regional: how to use and 	<ul style="list-style-type: none"> ▪ Use of tool by diverse initiatives 	<ul style="list-style-type: none"> ▪ List of participants ▪ Participants' feedback/news on use and application of GEM. 	<ul style="list-style-type: none"> ▪ GEM testers are not limited in their capacity to be full-time practitioners by funding availability. GEM testers should be able to consciously mainstream gender within their own projects and

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		analyse and use results?			programmes, within existing budgetary constraints.
APC: 1, 3 & B TMF: 3 & 7	<p>KRA 6 <i>An engaged global WNSP network with an expanded and strengthened membership base in our priority regions and with increased capacity in developing and implementing sustainability strategies.</i></p> <p>Sustainable = Resourced, capable, services, finances, effective management.</p> <p>Geographical Region: <i>Globally, Regionally, prioritising LAC, Asia-Pacific, Africa, CEE Middle East</i></p>	<p>6.1 Developing and implementing a communications strategy</p> <ul style="list-style-type: none"> WNSP profiling, GICT Awards, current informative and relevant WNSP website and member intranet, activity and issue newsletter for WNSP and friends, features in APCNews/APCNoticias 	<ul style="list-style-type: none"> Increased participation from more WNSP members More member interaction between members: inter-regionally, thematically. Increased membership in CEE and Middle East Accessible, transparent, effective network Responsiveness to members (members needs known and satisfied). 	<ul style="list-style-type: none"> Websites (APC WNSP website, project websites, APC website) E-mail lists APC newsletters Intranet 	<ul style="list-style-type: none"> Existing active WNSP members are keen for new and other members to be actively involved in network activities, projects and programmes substantively.
		<p>6.2 Participatory strategic planning</p> <ul style="list-style-type: none"> To consolidate the network, staff, structure, workspaces, definition of core work, decision-making 	<ul style="list-style-type: none"> Core work is resourced. 	<ul style="list-style-type: none"> E-mail discussion lists and online working spaces. 	<ul style="list-style-type: none"> Core funding is successfully secured. Funders who are for the first time finding out about the work of APC are keen to provide core-funding and not just project-based funding.
		<p>6.3 Business plan development and implementation</p> <ul style="list-style-type: none"> Orientation package and process for WNSP members 	<ul style="list-style-type: none"> Accessible, transparent, effective information. 	<ul style="list-style-type: none"> Business plan Orientation package 	<ul style="list-style-type: none"> Funders are keen to support any endeavours that are geared towards the financial sustainability of CSOs, including those with a strong advocacy agenda.
		6.4 Fundraising	<ul style="list-style-type: none"> 10% of core work 	<ul style="list-style-type: none"> Communication or 	<ul style="list-style-type: none"> Work credibility among funders,

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
			financed by consultancies and services in the first year and 30% in the second year.	<ul style="list-style-type: none"> records on consultancy offers and acceptance. ▪ Bids by APC for consultancies. 	international agencies, governments, etc. is duly recognised for its actual worth, i.e. consultancies received are paid for the value of the work done and not because it's done by a CSO and not by the private sector.
<u>APC: 1, 3 & B</u> <u>TMF: 3 & 7</u>	KRA 7 <i>Effective interaction with APC members and programmes</i>	7.1 Raise the profile of WNSP work and make it clear how APC members can participate in or support WNSP work <ul style="list-style-type: none"> ▪ Keep APC intranet updated. ▪ Regular newsletter on WNSP activities. ▪ Orientation to tools for members re GICT issues in their organisations + constituencies ▪ WNSP to encourage women at APC members to join ▪ Support member activities 	<ul style="list-style-type: none"> • More APC members as members of WNSP • Increased interaction with APC members – using materials, calling on us as resource people • WNSP members invited to APC member activities. 	<ul style="list-style-type: none"> ▪ Membership intranet ▪ E-mail discussion lists ▪ Online working spaces ▪ Invitations received from APC members 	<ul style="list-style-type: none"> ▪ Inactive members are not inhibited to seek and act upon existing opportunities for participation within the network.
		7.2 Review APC policies to include gender sensitivity training for APC members (crosscutting strategic priority B).	<ul style="list-style-type: none"> • Increased GICT awareness in APC. 	<ul style="list-style-type: none"> ▪ APC members request gender sensitivity training. ▪ APC policies ▪ List of participants reflecting APC members attendance at WNSP gender sensitivity trainings 	<ul style="list-style-type: none"> ▪ APC members give equal priority to GICT issues vis-à-vis others issues that they may be directly working on.

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
<p>3.2 Strategic Uses and Capacity-Building Programme Managed by Ann Tohill, SU&CB Programme Manager. Goal: Enable CSOs to make use of ICTs in ways that integrate well with their goals and needs and harness the potential for collaboration and change that can come from working in a networked environment. APC believes CSOs can become more than consumers of ICTs – they can shape technologies, applications and solutions and facilitate ICT developments that respond to needs of people who are not considered part of a significant market.</p>					
<p>APC: 1, 2, 3, A & B TMF: 1, 3, 6 & 7</p>	<p>KRA1. APC is a hub of innovative thinking and methodologies, tools and resources that will support and promote the strategic use of ICTs by CS, with particular emphasis on the use of free and open source software (FOSS).</p> <p>Geographical Region: Globally, Regionally Nationally - Where APC members and partners are active.</p>	<p>1.1 ActionApps development and support</p> <ul style="list-style-type: none"> • general • – improve content pooling and RSS support • develop campaign function • coordinate documentation • coordinate joint service delivery (L+P style) • Core development • Developers' meeting • Promotion 	<ul style="list-style-type: none"> • Stable new ActionApps releases including improved and new features. • Increase in web sites using ActionApps • Increase in ActionApps hosts • Increase in size of ActionApps developers' community • ActionApps capacity built 	<ul style="list-style-type: none"> • Releases on SourceForge • ActionApps directory listings • ActionApps hosts directory listings • List subscriptions and contributions to CVS • Lists of participants at workshops • User feedback 	<ul style="list-style-type: none"> • Sufficient technical capacity exists in the target regions to provide a basis for expanded use of ActionApps • Advanced ActionApps users are also potential developers • There is an immediate practical need for enhanced content pooling features.
		<p>1.2 Prizes</p>	<ul style="list-style-type: none"> • Increase in number, quality, and diversity of applications 	<ul style="list-style-type: none"> • Database of applications • Feedback from jury members 	
		<p>1.3 ITO and MMTK development</p> <ul style="list-style-type: none"> - ITO portal coordination - ITO expansion - MMTK materials 	<ul style="list-style-type: none"> • Significant body of new curriculum/MMTK materials on SU-related topics • Quality of materials maintained or 	<ul style="list-style-type: none"> • MMTK learning object repository statistics • Participants in community of practice 	<ul style="list-style-type: none"> • Despite limitations, the ItrainOnline target audiences have the basic technical and other capacity to make use of the portal. • Users of MMTK materials have the interest and capacity to participate

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
			<p>improved.</p> <ul style="list-style-type: none"> • Increased diversity of materials developers • Increased usage of materials 	<ul style="list-style-type: none"> • Community of practice and other user feedback • Numbers of voluntary and contracted material developers 	<p>actively in a community of practice.</p>
		<p>1.4 Wireless/low cost computing initiatives</p>	<ul style="list-style-type: none"> • Appropriate training materials developed in MMTK format • Active community of practice • Capacity built. 	<ul style="list-style-type: none"> • MMTK learning object repository statistics • Participants in community of practice • Community of practice and other user feedback • Lists of participants 	<ul style="list-style-type: none"> • Appropriate technical and human capacity already exists in targeted regions to ensure that training can be applied in practice.
		<p>1.5 Research and analysis</p> <ul style="list-style-type: none"> • Develop a holistic overview of capacity building for the ICT4D sector; use this to develop planning and decision support tools • Research “state of the art” tools 	<ul style="list-style-type: none"> • Research and analysis outputs applied to sector 	<ul style="list-style-type: none"> • Lists of conference attendance etc. • Partner and network funding reports • ItrainOnline statistics • Number of public presentations of research findings 	<ul style="list-style-type: none"> • There is already wide recognition of crucial gaps in research on capacity-building methodologies in the ICT4D sector which affect donor and practitioner thinking.

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
				<ul style="list-style-type: none"> • Number of decision support tools produced and disseminated • Increase in donor funding directed to areas identified • Usage of research findings 	
		1.6 Online event facilitation (topics across all areas of activity)	<ul style="list-style-type: none"> • Diverse and active participation in online events • Community satisfaction 	<ul style="list-style-type: none"> • Registrations for online events • Contributions to online spaces measured through participation tracking server and other tools. • Participant questionnaires and other feedback. 	<ul style="list-style-type: none"> • Target communities are willing and able to participate in online events.
		1.7 FOSS <ul style="list-style-type: none"> • APC position paper • FOSS decision-making (translate, localise) • Evaluation of tools (ITO) • FOSS E-riders • Costs/benefits of offering specific tools • Provide single entry point for 	<ul style="list-style-type: none"> • FOSS portal developed and used by APC members, ICT4D community, and NGOs. • APC community providing FOSS-related support to ICT4D audiences. • APC FOSS position 	<ul style="list-style-type: none"> • FOSS portal usage statistics. • Number of resources added to portal. • User feedback gathered on site and elsewhere. • Numbers of 	<ul style="list-style-type: none"> • Despite a number of obstacles, CSOs and other organisations are open to the potential and application of FOSS in the strategic implementation of ICTs within their organisations and work programmes. • APC members, partners and networks have the capacity to make effective use of online resources and support.

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		APC FOSS resources <ul style="list-style-type: none"> • Online FOSS learning event • FOSS survey and stories • Analysis of member FOSS activities • Second-phase FOSS project 	clearly elaborated and disseminated. <ul style="list-style-type: none"> • FOSS decision support resources developed and disseminated. • FOSS capacity built. 	invitations to present on FOSS-related topics at local and international ICT4D events. <ul style="list-style-type: none"> • Contracts for FOSS support awarded. • Requests for FOSS-related support. • Numbers trained in FOSS-related skills. 	
		1.8 Secure online communications - Raise awareness and train	<ul style="list-style-type: none"> • Materials developed in MMTK format. • MMTK material usage. • Capacity built 	<ul style="list-style-type: none"> • MMTK usage statistics • User feedback gathered on the site, and workshops, and through user surveys. • Number of workshop participants; workshop evaluations. • Number of requests for training. 	
APC: 1, 2, 3 & B TMF: 3 & 7	KRA2. <i>All APC programmes and projects have excellent</i>	2.1 Catalysing Access to ICT in Africa (CATIA) ICT policy training materials revamp	<ul style="list-style-type: none"> • All new APC training materials use the MMTK format and are 	<ul style="list-style-type: none"> • Tracking of support requests from 	<ul style="list-style-type: none"> • SU&CB staff have the capacity to engage in cross-programme support activities.

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	<p><i>capacity building activities informed by the learning and resources of the SUCB programme.</i></p> <p>Geographical Region: Africa <i>Where other programmes are active</i></p>		<p>added to ItrainOnline.</p> <ul style="list-style-type: none"> Other programme teams interact with SUCB team when doing training and materials development. 	<p>and collaboration with other programmes</p> <ul style="list-style-type: none"> Comparison of materials produced with materials in learning object repository. 	<ul style="list-style-type: none"> Projects working in specialised areas recognise that general capacity-building support can add value.
		<p>2.2 Internal promotions and outreach re products and services</p>	<ul style="list-style-type: none"> Programmes aware of and make use of SU&CB services. 	<ul style="list-style-type: none"> Number of requests for support and materials from other programmes responded to Revenue derived from services provided to other programmes. Internal evaluations 	<ul style="list-style-type: none"> Internal promotion and outreach will lead to increased collaboration and use of SU&CB services.
<p><u>APC: 1, 2, 3, A & B</u> <u>TMF: 3, 4 & 7</u></p>	<p>KRA3. <i>APC members participate actively in programme activities.</i></p> <p>Geographical Region: <i>Globally</i> <i>Regionally (LAC, CEE, Asia-Pacific, Africa, Europe)</i> <i>Nationally</i></p>	<p>3.1 Outreach to members</p>	<ul style="list-style-type: none"> APC member contributions to ItrainOnline and MMTK Increase in number of APC members contracted for work APC members participate in online and f2f events 	<ul style="list-style-type: none"> Number of APC members who are ItrainOnline content or editorial partners. Participation tracking tool and workspace usage statistics. 	<ul style="list-style-type: none"> SU&CB activities are sufficiently beneficial/of interest to members for them to participate actively if opportunities are provided. APC members have the capacity and interest to participate in both remunerated and unremunerated programme activities.

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<i>Where APC members are active</i>		<ul style="list-style-type: none"> • APC members make use of ItrainOnline • Workspaces are improved and used (e.g. APC Content Exchange (ACE) and cross-server content pooling). • APC members actively involved in working groups. 	<ul style="list-style-type: none"> ▪ Records of SU&CB contracts awarded to APC members. ▪ Number of APC members pooling content. ▪ Numbers of APC sites linking to and drawing content from APC. 	
		3.2 Support for ACE <ul style="list-style-type: none"> • Coordination • Technical development 	<ul style="list-style-type: none"> • Increase in content pooling within and beyond APC. 	<ul style="list-style-type: none"> ▪ Numbers of ActionApps users, APC members, and users of other content management systems who are pooling content. ▪ Requests for support in implementing content pooling. ▪ Number of new content pooling features integrated into software. 	
<u>APC: 1, 2, 3, A & B</u> <u>TMF: 1, 2, 3,</u>	KRA4. <i>APC members and partners are agents of enabling and</i>	4.1 MultiMedia Toolkit (MMTK) promotion	<ul style="list-style-type: none"> • APC members and partners use MMTK format for materials 	<ul style="list-style-type: none"> • Learning object repository usage statistics 	<ul style="list-style-type: none"> • Materials sufficiently generic for adaptation to local contexts. • Promotion will result in increased

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
<p>4, 5, 6 & 7</p>	<p><i>promoting strategic use(SU) of ICTs in their communities.</i></p> <p>Geographical Region: <i>Globally, Regionally Nationally - Where APC members and partners are located</i></p>		<p>development</p> <ul style="list-style-type: none"> APC members use MMTK materials. 	<ul style="list-style-type: none"> User feedback through MMTK evaluation forms and APC member survey. Number of workshops run by APC members using MMTK materials. 	<p>usage.</p>
		<p>4.2 Member capacity building</p> <ul style="list-style-type: none"> Through existing ItrainOnline(ITO)/MMTK work Through face-to-face & online training 	<ul style="list-style-type: none"> APC members participate in and benefit from ItrainOnline/MMTK capacity building 	<ul style="list-style-type: none"> Number of APC members attending f2f workshops and registered for online events Workshop/event evaluations and follow-up surveys. 	<ul style="list-style-type: none"> Member capacity-building needs correspond with those of the wider ItrainOnline / MMTK target audiences.
		<p>4.3 MMTK technology planning materials promotion</p> <ul style="list-style-type: none"> Add “low cost” section to ITO Develop “low cost” sample workshop 	<ul style="list-style-type: none"> “Low cost technology” planning materials used by APC members. 	<ul style="list-style-type: none"> Learning object repository usage statistics User feedback through MMTK evaluation forms and APC member survey. Number of workshops run by APC members using 	<ul style="list-style-type: none"> Internal promotion and outreach will lead to use of materials.

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
				MMTK tech. planning materials.	
<u>APC: 1, 2, 3 & B</u> <u>TMF: 1, 3, 4 & 7</u>	KRA5. <i>Capacity building for SU/ICT4D is prioritised and effectively addressed by funding agencies, CSOs and practitioners.</i> Geographical Region: <i>Where donors, partners and practitioners are located</i>	5.1 Influencing of funders and partners using outputs from research - Promotion - Conference	<ul style="list-style-type: none"> • Donors agents we work with have integrated SU capacity building in funding • APC and APC members receive increased funding and from a wider range of funding sources. 	<ul style="list-style-type: none"> ▪ Donor annual reports, other publications. ▪ Number of proposals funded (and sources of funding) of APC, APC members, and other ICT4D partners. ▪ Feedback through interviews. 	<ul style="list-style-type: none"> ▪ Donors are open to changing their approaches in response to research results.
		5.2 Influencing of practitioner community through capacity building – e.g. promotion, conferences, Communities of Practice, Training of Trainers with “social” aspect)	<ul style="list-style-type: none"> • Capacity building interventions of community of practice members reflect research findings. 	<ul style="list-style-type: none"> ▪ Survey of capacity building methodologies and training content. 	<ul style="list-style-type: none"> ▪ Practitioners are open to changing their approaches in response to research results.
<u>APC: 1, 2 & 3</u> <u>TMF: 1, 3 & 4</u>	KRA6. <i>Vibrant partnerships reflect cultural, geographic, linguistic and thematic diversity.</i> Geographical Region: <i>Globally</i> <i>Regionally</i> <i>Nationally</i> <i>Where APC members</i>	6.1 Expanding ItrainOnline/MMTK partnerships (including APC member involvement)	<ul style="list-style-type: none"> • ITO/MMTK partners more diverse and representative 	<ul style="list-style-type: none"> ▪ Numbers of organisations represented on advisory board, as core partners, as editorial and content partners from different regions, language groups etc. 	<ul style="list-style-type: none"> ▪ Partnerships are forged based on honest negotiations, shared values, mutual respect and which truly complements strengths of the other. ▪ Partnership development does not rely heavily on available funding.

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<i>and programmes are active</i>				
		6.2 Localisation/translation - MMTK II - CATIA	<ul style="list-style-type: none"> • Increased use of MMTK in specific contexts (local, regional, linguistic, interest groups etc.) • MMTK available in wider range of languages. • Increased number of case studies and other localised elements available in learning object repository. 	<ul style="list-style-type: none"> • Learning object repository usage statistics • Usage of materials tracked through community of practice • Number of localised elements uploaded to repository. 	<ul style="list-style-type: none"> • Localisation/translation activities are strongly supported by all stakeholders at the national or regional levels, i.e. not only donors, but also governments, communities and CSOs.

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<p>3.3 Communications and Information Policy Programme Managed by Willie Currie <i>Goal: Build more inclusive ICT decision-making processes by facilitating civil society engagement through building their capacity and supporting advocacy, at national and international levels. Civil society inclusion in policy-making will lead to their involvement in implementing and monitoring policies, and ultimately to societies in which there is greater citizen participation.</i></p>					
<p>APC: 1, 2, A & B TMF: 4 & 7</p>	<p>KRA 1: Greater awareness by CSOs of ICT policy issues</p> <p>Geographical Region: Globally Regionally Nationally</p> <p>Where members, partners and programmes are active.</p>	<p>1.1 Develop the APC ICT Policy agenda</p> <ul style="list-style-type: none"> ▪ Revise, regionalise the Internet Rights Charter (i.e., illustrate with regional examples, case studies) ▪ Develop position papers, articles on priority issues (2-3 per year) 	<ul style="list-style-type: none"> ▪ Revised internet rights charter ▪ Position papers on priority issues ▪ Publication of position papers by APC and others (e.g., as book chapters, articles in publications, etc) ▪ Presentation of policy agenda in global, regional and national events 	<ul style="list-style-type: none"> ▪ Revised internet rights charter, reflecting regional specificities ▪ Media coverage of APC's policy work, e.g., position papers, internet rights charter 	<ul style="list-style-type: none"> • By creating awareness, we are promoting a certain value framework (gender equality and women's empowerment; right to communicate; social justice and sustainable development) • Issues identified by APC Council reflect selected civil society's interests and concerns in ICT policy: FLOSS, Access, IPR, human rights and communications rights, protecting the public domain, SOC, among others).
		<p>1.2 Content development</p> <ul style="list-style-type: none"> ▪ Monthly/quarterly newsletters (bilingual); ▪ Ensure quality: revision of existing TOR/guidelines for articles, stories; develop editorial policy for 	<ul style="list-style-type: none"> ▪ Publication of quality newsletters (website and printed for dissemination) ▪ Monitor's sites statistics and feedback (visits, 	<ul style="list-style-type: none"> ▪ Website statistics and feedback ▪ Media coverage of APC content 	

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		<ul style="list-style-type: none"> monitors; ▪ Website development (bilingual) ▪ Develop ICT stories; Concepts; Glossary; Check lists ▪ Promote articles from other programmes and members; ▪ Research and develop position papers, articles, book chapters on priority issues and that reflect APC's value framework and ICT policy agenda 	<ul style="list-style-type: none"> pages, hits, downloads of documents, comments received) ▪ CIPP Mailing/discussion lists: # subscribers, # of lists, issues discussed and volume of exchange ▪ Number/type and source of requests for information (about CIPP, the monitors, publications etc) ▪ Invitations to events and types of events ▪ Evidence of a dynamic/interactive website and discussion fora ▪ 	<ul style="list-style-type: none"> ▪ Reprints of APC content by other organisations' publications ▪ Participation at events to present papers, articles, research 	
		<p>1.3 Content Dissemination and promotion</p> <ul style="list-style-type: none"> ▪ Dissemination strategy: Websites; newsletters; events participation; publish in other venues; ▪ Engaging the media: to develop ICT focused 	<ul style="list-style-type: none"> ▪ Website content and usability ▪ Regional and thematic newsletters ▪ Participation at events ▪ APC and CIPP articles, papers, publications reprinted by others 	<ul style="list-style-type: none"> ▪ Website statistics ▪ Feedback and comments on newsletters ▪ Number and type of events participated in ▪ APC and CIPP articles in external publications 	

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		<ul style="list-style-type: none"> · information; Targeting off line communities with printed information, convene meetings, run workshops; 	<ul style="list-style-type: none"> ▪ APC and CIPP articles, papers in non-APC publications ▪ Increased media coverage of ICT stories ▪ Printed information developed for off-line communities ▪ Events for the un-connected 	<ul style="list-style-type: none"> ▪ Engagement by off-line communities in ICT policy processes ▪ Evaluations of content and events organised 	
		<p>1.4 Facilitate ICT Policy Discussions (Series of -thematic /regional/national based discussions around priority issues)</p> <ul style="list-style-type: none"> · Develop surveys that identify most important ICT issues · A discussion forum to address Sustainable development in the context of ICT policy (taking into account cultural issues, such as language, geographic location); · Discussion on financing ICT4D 	<ul style="list-style-type: none"> ▪ ICT policy discussions on priority issues/themes (at national level) ▪ A report on sustainable development in the context of ICT policy 	<ul style="list-style-type: none"> ▪ Media coverage of events and reports disseminated 	<ul style="list-style-type: none"> · Africa issues: Access (infrastructure and lack of affordable services); IPR and African knowledge; African content development; FLOSS; capacity building; internet governance; financing ICT4D; ICTs 4 Education · LAC issues: access and infrastructure; FLOSS, cultural diversity (relevant local content, and lack of gov't information in local languages, indigenous peoples), internet governance, IPR, capacity building; E-government/public participation
		<p>1.5 Networking and Advocacy</p> <ul style="list-style-type: none"> ▪ Events/Workshops 	<ul style="list-style-type: none"> ▪ Number and diversity of organisations engaged in internet and 	<ul style="list-style-type: none"> ▪ Established networks of ICT policy advocates ▪ Media coverage of APC 	

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		participation: make presentations (focus on priority issues, as in 1.1) <ul style="list-style-type: none"> ▪ Building stronger and more interconnected networks of ICT policy advocates 	communication rights advocacy work <ul style="list-style-type: none"> ▪ Presentations made at events/workshops 	and APC networks participation <ul style="list-style-type: none"> ▪ Participation and involvement of ICT policy advocates in actual campaigns and lobbying efforts 	
APC: 1, 2, 3 & B TMF: 4 & 7	KRA 2: Confident national and regional CSOs networks influencing ICT policy processes Geographical Region: Regionally, National level in CATIA, CRIS, BCO countries, WNSP focus countries, and where APC are.	2.1 Development of tools and resources <ul style="list-style-type: none"> ▪ Development of the ICT Policy curriculum ▪ Development of an Advocacy Tool Kit based on a locally identified communications rights issue (CRIS countries) ▪ SU&CB Online campaigning toolsets ▪ Checklists (gender, universal access, human rights, indices of democracy) ▪ WNSP Gender ICT tools/resources (framework) ▪ IR revised charter 	<ul style="list-style-type: none"> ▪ Development of accessible, quality tools and resources ▪ All stakeholders using APC materials (e.g., material downloads, events using tools and resources) ▪ Promotion by other organisations of APC tools, resources and workshops 	<ul style="list-style-type: none"> • Project reports and evaluation • Comments and feedback on resources developed (via web and surveys) • Evidence of material developed • Use by other organisations of APC material 	<ul style="list-style-type: none"> ▪ Influencing means: engage, lobby, advocate ▪ Advocates/animators/activists are not necessarily the same at all levels. ▪ 'leaders' - people interested in ICT issues and that advocate a value framework that fits CIPP's values ▪ APC will secure funds for these activities beyond the first two years.
		2.2 Identify leaders (animators, advocates/activists) at national level	<ul style="list-style-type: none"> ▪ Animators in every CATIA country ▪ Animators in LAC: Ecuador, Brazil, Colombia ▪ Evidence of diverse network activity ▪ Civil society involvement in advocacy campaigns • Civil society organisations involved in ICT policy processes at 	<ul style="list-style-type: none"> • National and regional campaign plans, national action plans • Campaigns in all CATIA and CRIS project countries ▪ Number of CSO actively participating in advocacy efforts 	<ul style="list-style-type: none"> ▪

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
			all levels		
		2.3 Capacity Building Activities <ul style="list-style-type: none"> ▪ Training workshops, debates, forums, seminars, campaigns, and at strategic events, such WSF 	<ul style="list-style-type: none"> ▪ Evaluation of workshops by participants ▪ Requests to run workshops in other regions, sectors • Number and type of initiative organised 	<ul style="list-style-type: none"> • Evaluation of training materials by external users and workshop participants • Workshop plans and agendas • Number of workshops organised by other organisations using APC tools and resources ▪ All events evaluations and media coverage of event 	<ul style="list-style-type: none"> ▪
		2.4 Mentoring of Animators, advocates, activists	<ul style="list-style-type: none"> • Confident animators and advocates • Extent and quality of exchange/mentoring 	<ul style="list-style-type: none"> ▪ Evaluations of mentoring process ▪ Reports on animators progress and activities 	<ul style="list-style-type: none"> ▪
		2.5 Mobilising Participation <ul style="list-style-type: none"> ▪ Facilitating and coordinating effective CS participation in ICT Policy processes (e.g. ... like WSIS) ▪ Creating spaces/venues for discussion debate/issue framing 	<ul style="list-style-type: none"> ▪ Participation by APC, members and partners in ICT policy processes ▪ APC organised spaces/venues for discussion (e.g., Websites, discussion lists) 	<ul style="list-style-type: none"> ▪ Number of organisations participating in policy processes ▪ Evaluation reports ▪ Media coverage of APC participation and events 	<ul style="list-style-type: none"> ▪
		2.6 Support and participate in the development of national strategies to influence ICT Policy processes <ul style="list-style-type: none"> ▪ Support the development of national ICT policy portals to disseminate and share relevant content 	<ul style="list-style-type: none"> • Active and updated national ICT policy portals (sharing content among different countries) • Evidence of CSO work in the policy process 	<ul style="list-style-type: none"> • National portals website statistics • National representation in global and regional ICT policy processes • E.g., comments on draft policy, organised 	<ul style="list-style-type: none"> ▪

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		<ul style="list-style-type: none"> ▪ Facilitate issue framing discussions (1 or two issues determined at national level) ▪ Supporting CSOs in policy formulation processes, by assisting in developing positions around ICT policy ▪ Building Multi-stakeholder processes 	<ul style="list-style-type: none"> • Position papers on priority issues • Multistakeholder advocacy networks/coalitions • Media coverage of ICT policy stories and issues 	<p>campaigns, research projects, forums and discussion spaces</p> <ul style="list-style-type: none"> ▪ Evidence of multistakeholder networks/coalitions build 	
<u>APC: 2, 3 & B</u> <u>TMF: 4 & 7</u>	<p>KRA 3: <i>Locally driven advocacy campaigns which influence ICT policy/regulatory environments.</i></p> <p>Geographical Region: <i>National level in CATIA countries, CRIS countries, WNSP focus countries, countries with members.</i></p>	<p>3.1 Research and analysis on ICT policies/regulatory environments to inform the campaign process: identify gaps, conduct comparative analysis, provide recommendations; identify good practices and disseminate through project outputs</p>	<ul style="list-style-type: none"> • Events, campaigns • Local actors active in advocacy campaigns • Evidence of action plans • Successful campaigns that influence policy in at least 1 country per region • Media reporting of ICT issues reflecting APC's value framework ▪ Progress in ICT policy development at national level 	<ul style="list-style-type: none"> ▪ Actual campaign plans ▪ Campaign evaluations ▪ Reports on national ICT policy developments 	<ul style="list-style-type: none"> ▪ Campaigns will be most effective if informed by quality research and driven by trained local advocates
		<p>3.2 The CATIA project campaigns, activities, countries (Africa)</p> <ul style="list-style-type: none"> • consultative input and facilitation of local advocacy events • customisation of training materials for specific national events and around locally identified issues 	<ul style="list-style-type: none"> • Workshops and events documentation • Campaign plans • Revised and customised training materials 	<ul style="list-style-type: none"> • Workshop agendas, participants list • Media coverage • Workshop materials • Animators' evaluations 	
		<p>3.3 The CRIS project campaigns:</p>	<ul style="list-style-type: none"> • Workshops and events 	<ul style="list-style-type: none"> • Workshop reports 	

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		activities, countries (Kenya, Brazil, Colombia, Bolivia, Philippines, European level) <ul style="list-style-type: none"> ▪ workshop to validate priority issues in Kenya ▪ collaborate with the CRIS LAC component 	documentation <ul style="list-style-type: none"> • Campaign plans • Advocacy ToolKit • Evidence of campaign implementation 	<ul style="list-style-type: none"> • Workshop attendance, agenda, workplan, and material • 	
		3.4 Policy Monitor's activities Report on national activities (in CATIA and CRIS project countries)	<ul style="list-style-type: none"> • ICT policy and related stories published and disseminated on CATIA and CRIS projects' countries. 	<ul style="list-style-type: none"> • CIPP and other programme's project newsletters covering activities in CATIA and CRIS countries 	
<u>APC: 3, A & B</u> <u>TMF: 3 & 7</u>	KRA 4: <i>CIPP more relevant and essential to members</i> Geographical Region: <i>Where APC members are active.</i>	4.1 Survey members: what has been useful, what is needed, etc. 4.2 Support development of national WSIS sites 4.3 Support national ICT policy consultation with members 4.2 Profiling members in newsletters; member activities 4.3 Ensure that representative of members and other programmes participate in CIPP workshops and other activities 4.4 Members to invite APC programme staff to their events 4.5 Members to act as "ambassadors" to APC	<ul style="list-style-type: none"> • More members involved in project activities • Workshops, articles, publications of relevance to members • Presence of active WSIS websites at the national level (at least in 5 countries) • Evidence of national consultations process • Increased participation of APC members in ICT policy processes • APC newsletters with greater coverage of member activity 	<ul style="list-style-type: none"> • Actual projects with members • Number of joint contracts funded • Project reports • Active national websites functioning and providing relevant information • Members evaluations of events, publications • Member's involvement in global, regional and national levels • Updated CIPP intranet 	<ul style="list-style-type: none"> • CIPP responds to the strategic priorities identified by members
<u>APC: 2, 3 & B</u> <u>TMF: 1, 3 & 7</u>	KRA 5: <i>Increase CIPP activity in LAC, Asia, Europe and countries where we have members and have not</i>	5.1 Fundraising Develop proposals for projects in the regions: <ul style="list-style-type: none"> ▪ LAC: Monitor, WENT LAC, PARM research project 	<ul style="list-style-type: none"> ▪ One funded CIPP project in Asia and Europe ▪ Additional funding for LAC 	<ul style="list-style-type: none"> ▪ Funding contracts for work in each region ▪ Workshop and events programme, agendas, and list of participants 	<ul style="list-style-type: none"> ▪ APC will secure core funding to support and strengthen regional activities ▪ Funders are interested in supporting regional ICT policy and

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<i>been active (e.g. Egypt)</i> Geographical Region: <i>Where APC members and partners are active.</i>	<ul style="list-style-type: none"> ▪ Develop new Asia proposal ▪ Develop new Europe proposal 	<ul style="list-style-type: none"> ▪ WENT LAC with WNSP ▪ One ICT policy training workshop at national level in LAC and Europe 		advocacy work by CSO
		5.2 Encourage members and partners to participate in programme activities	<ul style="list-style-type: none"> ▪ More members involved in CIPP activities ▪ Joint project activity with programmes and partners 	<ul style="list-style-type: none"> ▪ Contracts with members ▪ Members involved in CIPP activities 	
		5.3 Coordinate with other programmes' active in these countries (APC and partners)	<ul style="list-style-type: none"> • Joint initiatives with other programmes • Joint initiatives with APC members and partners 	<ul style="list-style-type: none"> ▪ Project workplans and reports 	
APC: 1 & A [??? Wasn't provided in action plan] TMF: 3	KRA 6: Consolidating the CIPP programme Geographical Region: <i>Globally, Regionally</i>	6.1 Framing CIPP work as programmes at regional levels and in coordination with WNSP and SU&CB programmes	<ul style="list-style-type: none"> • Established regional programmes • Greater programme coordination • Evidence of gender mainstreaming through CIPP projects 	<ul style="list-style-type: none"> ▪ Regional workplans ▪ Joint programme activities ▪ Results from evaluation of programme and projects 	<ul style="list-style-type: none"> ▪ APC will have core and project funding to implement the CIPP programme planned activities
		6.2 Streamline workspaces with common identity	<ul style="list-style-type: none"> • Updated programme intranet • New and restructured workspaces 	<ul style="list-style-type: none"> ▪ Clearly defined workspaces 	
		6.3 Evaluation of the CIPP programme	<ul style="list-style-type: none"> • CIPP evaluation report 	<ul style="list-style-type: none"> ▪ Evaluation results 	
		6.4 New Web strategy	<ul style="list-style-type: none"> • New web strategy implemented • New, interactive sites 	<ul style="list-style-type: none"> • New web statistics 	
<u>APC: 2, A & B</u> <u>TMF: 3, 4 & 7</u>	KRA 7: APC to be a lead actor in global ICT policy processes that reflect regional and	7.1 Develop a WSIS follow up strategy (global and regional)	<ul style="list-style-type: none"> • Participation at WSIS events and processes, with special focus on 	<ul style="list-style-type: none"> • Published position papers • Presentations and 	<ul style="list-style-type: none"> • APC, members and partners will have access to WSIS and related processes.

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<i>national priorities and contexts.</i> Geographical Region: <i>Globally, Regionally Nationally - Where APC members and partners are active.</i>		strengthening national and regional advocacies <ul style="list-style-type: none"> • Develop position papers on national priority issues • Support national and regional advocacies 	interventions made during WSIS events and processes <ul style="list-style-type: none"> • National and regional advocacy campaigns 	<ul style="list-style-type: none"> • APC, members and partners will have funding to facilitate participation in the WSIS process, at global, regional and national levels
		7.2 Active participation in the CRIS Campaign	<ul style="list-style-type: none"> • Participation at CRIS events, globally, regionally and nationally • Collaboration with CRIS projects and initiatives 	<ul style="list-style-type: none"> • Event programs and agendas • Project and initiatives workplans • Publications and presentations produced 	<ul style="list-style-type: none"> • The CRIS campaign will have the funding to continue its activities • APC will have the funding to continue collaborating with the CRIS campaign
		7.3 Linking global processes to local processes and vice versa	<ul style="list-style-type: none"> • National ICT advocates and networks participate in global policy processes and promote national agendas. • Local and national issues inform global and national policy processes. 	<ul style="list-style-type: none"> • Global policy decisions reflect local and national issues. • National policy decisions reflect local and global issues 	<ul style="list-style-type: none"> • APC will have the funding to support national and global policy advocacies by civil society organisations.

APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
<p>3.4 APC Management Systems</p> <p>Coordinated by the Executive Director, Anriette Esterhuysen</p> <p>APC has six management systems; strategic management; membership development and participation; finance and administration; fundraising; human resources; and media, communications and promotion.</p> <p><i>Goal: Build networking for learning and collaboration among organisations promoting the use of ICTs for social justice and sustainable development through information exchange and collaborative project implementation. Maximise APC member involvement in the work of the APC, facilitate greater collaboration among members and provide support to members in specific areas of need. This priority is focused on expanding the APC network of members and strategic partners, as well as strengthening members' capacity and collaboration.</i></p>					
<p>APC: 1, 2, 3, A & B TMF: 3, 4 & 7</p>	<p>KRA 1. APC to be recognised as a culturally and geographically diverse network characterised by the commitment and expertise that its staff and membership bring to their work for an internet that promotes development and equality</p> <p>Geographical Region: Globally</p>	<p>1.1 Develop and promote APC as a network.</p> <p>1.2 Create new APC media strategy for 2005-8.</p> <p>1.3 APC site redesign in 2005-6.</p> <p>1.4 Production of Annual Reports for 2003, 2004, 2005 and 2006.</p> <p>1.5 Continue to work with APC members to ensure that information about their ICT-related work is promoted internationally.</p> <p>1.6 Build membership in regions and thematic areas where APC has no or few members.</p> <p>1.7 Continue to build our team of good quality, reasonably priced translators.</p>	<ul style="list-style-type: none"> ▪ APC represented at public events in the ICT4D sector. ▪ New website in 2005-6 ▪ More members contributing to APCNews and other APC publications. ▪ Annual reports receive positive feedback and that are widely read. ▪ More materials produced on APC and member work (repackaging) ▪ Information about APC available in more languages. ▪ New APC members in regions and fields where there were no members in 2003. 	<ul style="list-style-type: none"> ▪ Number and diversity of invitations to participate in conferences, partnerships, publish etc. ▪ Download statistics. ▪ Member feedback. ▪ Number and languages of materials available and % increase. ▪ Number of members and % increase. ▪ Number of contributions from members and % increase. 	

<p>APC: 1, 2, 3, A & B TMF: 3, 4 & 7</p>	<p>KRA 2. <i>APC to be a credible and vibrant space for the innovation, incubation, testing and dissemination of effective methodologies, practices and tools for the strategic use of ICTs for development and social justice. (See SU programme)</i></p> <p>Geographical Region: <i>Globally</i></p>	<p>2.1 Development and dissemination of high-quality, comprehensive promotional products in a variety of media to promote the work of APC members and programmes.</p>	<ul style="list-style-type: none"> • APC materials and products available in a range of formats and media. • APC materials and products widely disseminated and used effectively by members. 	<ul style="list-style-type: none"> • Number and format of promotional products. • Records of dissemination (download statistics and other). • Number of requests for products. • User feedback and surveys. 	<ul style="list-style-type: none"> • APC members, partners and networks have the capacity to make effective use of online resources and support.
<p>APC: 1, 2, 3, A & B TMF: 3, 4 & 7</p>	<p>KRA 3. <i>APC to strengthen existing and build new strategic partnerships regionally and internationally through the implementation of its strategic priorities and activities. (See CIPP)</i></p> <p>Geographical Region: <i>Globally</i></p>	<p>3.1 Improve our outreach through communications partnerships especially in the mainstream media and within our constituencies.</p> <p>3.2 Inclusion of APC members in strategic partnerships</p>	<ul style="list-style-type: none"> ▪ New media partnerships ▪ Collaboration in joint products e.g. joint newsletters. ▪ Media coverage of APC and member work. ▪ More APC members work with APC in regional and international strategic partnerships. 	<ul style="list-style-type: none"> ▪ Number and diversity of new partnerships. ▪ Number of collaborative products. ▪ Number and source of references to APC identified through web searches and APC records. ▪ Number of and % increase in APC members represented in strategic partnerships. 	<ul style="list-style-type: none"> ▪ Funders of APC members and partners continue to support and promote collaboration across the ICT4D sector.
<p>APC: 3 [A & B] TMF: 3, 4 & 7</p>	<p>KRA 4. <i>APC to attract additional members, especially those from geographical or thematic areas in which we have not currently worked, who desire to join the APC because they identify with, and</i></p>	<p>4.1 Engage members in recruiting new members</p> <p>4.2 Identify new members during project implementation</p> <p>4.3 Actively seek members in where we have few members.</p>	<ul style="list-style-type: none"> ▪ New members 	<ul style="list-style-type: none"> ▪ Number of and % increase in members. 	<ul style="list-style-type: none"> ▪ Organisations in the regions concerned share APC's core values and concerns. ▪ There are no insurmountable linguistic or related barriers to the participation of suitable organisations.

	<p>want to contribute to, our mission and work.</p> <p>Geographical Region: <i>Globally, with special emphasis on:</i> <i>Middle East</i> <i>South Asia</i> <i>Central America</i> <i>Francophone Africa</i> <i>Central Asia</i></p>	<p>4.4 Actively seek members in thematic areas linked to our strategic priorities.</p> <p>4.5 Review current membership criteria and reaffirm or amend by end of 2004.</p> <p>4.6 Produce second APC membership recruitment strategy for 2002-4 for implementation in 2005-7, including target regions and numbers.</p>			
<p><u>APC: 3 [A & B]</u> <u>TMF: 3, 4 & 7</u></p>	<p>KRA 5. <i>APC to continue to play a meaningful role in building the capacity of its members through workshops, peer exchange, project development, fundraising information and support, resource dissemination and collaboration. (Also see SU programme)</i></p> <p>Geographical Region: <i>Globally</i></p>	<p>5.1 Members participate in project development and implementation.</p> <p>5.2 Improve content exchange between members by growth of APC Content Exchange (ACE) and RSS feeds.</p> <p>5.3 Production of InsideAPC to continue to facilitate internal communications.</p> <p>5.4 Facilitate fundraising workspaces.</p> <p>5.5 Facilitating experience sharing among members.</p> <p>5.6 Create learning opportunities for members.</p> <p>5.7 Production of InsideAPC to continue to facilitate internal communications.</p> <p>5.8 Ensure and develop the workspaces necessary</p>	<ul style="list-style-type: none"> ▪ Increased visitors to APC members' sites due to ACE and RSS feeds. ▪ Positive feedback from members re InsideAPC. ▪ Members feel informed about APC's work because of InsideAPC. ▪ Members feel they benefit from being in the APC. ▪ More members are involved in APC workspaces. ▪ Members can find the information they need regarding APC quickly and easily (test with a survey). 	<ul style="list-style-type: none"> ▪ Member web site statistics ▪ Feedback from members. ▪ Survey of members. ▪ Usability testing. ▪ Tracking of number of members subscribed to and actively participating in APC online workspaces. 	<ul style="list-style-type: none"> ▪ There are sufficient commonalities in APC members' needs and interests for APC interventions to be cost effective. ▪ Members have sufficient capacity to participate in collaborative activities.

		to ensure member involvement in APC work. 5.9 Complete redesign of APC intranet.			
<u>APC: 3 [A & B]</u> <u>TMF: 3, 4 & 7</u>	KRA 6. <i>Strengthen the APC network by expanding participative project initiation and development among its members that reflects local needs and priorities.</i> Geographical Region: <i>Globally</i>	6.1 Regional member discussions of the strategic plans. 6.2 Establishment of regional and thematic workspaces for members 6.3 More collaborative projects for members (e.g. policy/WSIS portals)	<ul style="list-style-type: none"> • Collaboration among members. • Members participate in APC work. • Members provide positive feedback regarding working/discussion regionally and in collaborative projects 	<ul style="list-style-type: none"> • Number of collaborative projects. • Member survey. • Programme reports on number of members participating in programme activities. 	<ul style="list-style-type: none"> • Interest expressed by members in collaboration reflects a real commitment in practice.
<u>APC: 1, 2, 3, A & B</u> <u>TMF: 1, 2, 3, 4, 5, 6 & 7</u>	KRA 7. <i>The three APC programme areas (policy, women and strategic ICT use) to work in an integrated manner that strengthens the work of each programme team, the overall outcomes of APC's work and the benefits to the communities that we work with.</i> Geographical Region: <i>Globally</i>	6.1 Establishment and facilitation of cross-programme workspaces for communications, media and promotions related work. 6.2 Management systems and procedures that ensures that the management team works effectively as a unit. 6.3 Creation of formal guidelines that will ensure APC staff (especially new) are aware of the requirements for including members in programme work	<ul style="list-style-type: none"> ▪ APC staff understand priorities and are aware of activities of all programmes ▪ APC staff understand and respond to the management systems goals ▪ All APC staff include members in APC programme and project work when there is interest and relevance. 	<ul style="list-style-type: none"> ▪ Team self-evaluation 	<ul style="list-style-type: none"> ▪ Sufficient programme funding to ensure that staff are not too stretched to participate in and benefit from these activities.
<u>APC: 1 & 3</u>	KRA 8. <i>The APC team</i>		<ul style="list-style-type: none"> ▪ Excellent and efficient 	<ul style="list-style-type: none"> ▪ Programme manager 	<ul style="list-style-type: none"> ▪ Sufficient programme funding to

<p><u>TMF: 3</u></p>	<p><i>to develop common understanding of excellence in the quality of our work and to always strive to maintain the highest possible standards. This would apply to all our internal and external outputs (websites, newsletters, reports, proposals, events etc.).</i></p> <p>Geographical Region: <i>Globally</i></p>	<p>8.1 Identify and address gaps in existing systems. 8.2 Develop a formal quality management process. 8.3 Proposal and report writing training for staff and members. 8.4 Establish an editorial team to review all APC publications.</p>	<p>reporting.</p> <ul style="list-style-type: none"> ▪ Publications conform to quality assurance guidelines. ▪ Increase in publication output. 	<p>reports.</p> <ul style="list-style-type: none"> ▪ Team self-evaluations. ▪ Number and % increase of publications. 	<p>ensure that staff are not too stretched to participate in and benefit from these activities.</p>
<p><u>APC: 1 & 3</u> <u>TMF: 3</u></p>	<p>KRA 9. <i>APC to build reflection on the impacts of our work into all our programmes and projects; this will include critical analysis, evaluation, monitoring and measuring – at quantitative and qualitative levels.</i></p> <p>Geographical Region: <i>Globally</i></p>	<p>9.1 Revise indicators for each programme and project. 9.2 Evaluation of CIPP programme. 9.3 Deepen our understanding of evaluation methodologies appropriate to the ICT4D sector. 9.4 Disseminating GEM 9.5 Dissemination of results of evaluations and monitoring of crucial projects e.g. the impact of recent ICT policy training.</p>	<ul style="list-style-type: none"> ▪ Programmes and projects consistently implement appropriate, effective monitoring and evaluation practices. ▪ APC evaluation research and methodologies influence evaluation in members, partners and the ICT4D sector more broadly. 	<ul style="list-style-type: none"> ▪ Manager and team evaluations. ▪ Donor and partner feedback. ▪ Tracking of GEM usage and citation. 	<ul style="list-style-type: none"> ▪ Sufficient programme funding to ensure that staff are not too stretched to participate in and benefit from these activities. ▪ Partners receptive to information about gaps in evaluation-related knowledge and to innovative evaluation methodologies.
<p><u>APC: 1 & 3</u> <u>TMF: 3, 4 & 7</u></p>	<p>KRA 10. <i>APC in its policy advocacy and through its practice and networking to raise</i></p>	<p>10.1 Participate in BCO, GKP and UN ICT Task Force.</p>	<ul style="list-style-type: none"> ▪ Donors we work with to include ICT and social justice as a programme priority. 	<ul style="list-style-type: none"> ▪ Increase in funding opportunities for ICT initiatives based locally (where the work is 	<ul style="list-style-type: none"> ▪ Donors receptive to message.

	<p><i>awareness among donor and development agencies of the importance of approaching their 'ICT4D' work informed by the principles of building local capacity and ownership, strengthening human rights and social justice, and sustainable development. (Also see SU programme)</i></p> <p>Geographical Region: <i>Globally</i></p>			<p>done) rather than through 'northern NGOs' (tracked through donor funding programmes)</p> <ul style="list-style-type: none"> ▪ Increase in funding awarded to APC members (member reporting). 	
<p><u>APC: 3</u> <u>TMF: 1 & 3</u></p>	<p>KRA 11.<i>APC to maintain is current sound financial base but to achieve greater financial independence through: full cost recovery on all projects and exploring options for revenue generation (e.g. through consulting work) for the network and its members.</i></p> <p>Geographical Region: <i>Globally</i></p>	<p>11.1 Revise budgeting templates and tools.</p> <p>11.2 Review APC and programme revenue generation strategies and guidelines.</p>	<ul style="list-style-type: none"> • APC to generate between \$30,000 and \$50,000 in consulting income per year. • 80% of APC projects to be managed on a complete cost recovery basis (with management systems covering the balance) 	<ul style="list-style-type: none"> • Project reports and financial systems data. 	<ul style="list-style-type: none"> • Market conditions and donor priorities mean that continued consultancy work is available. • Members open to innovative revenue generation strategies, and have the capacity to test/implement them.