

**APPLYING FOR THEME-BASED COFINANCING FOR 2005-2008
Association for Progressive Communications (APC)**

PART 1: GENERAL INFORMATION AND THRESHOLD CRITERIA

a) General information

a. Name of organisation	Association for Progressive Communications (APC)
b. Address	PO Box 29755, Melville, South Africa. 2109 133 Second Avenue, Melville, South Africa, 2109
c. Telephone/fax	Tel +27 11 726 1692 Fax +27 11 726 1692
d. Email	anriette@apc.org mayas@apc.org , karenb@gn.apc.org
e. Name of director	Anriette Esterhuysen
f. Name of contact	Anriette Esterhuysen, Executive Director or Maya Sooka, Financial Manager or Karen Banks, Networking and Advocacy Coordinator

b) Threshold criteria

Briefly answer the following questions and indicate the source used (name of document, page number).

	Yes/No
Is the applicant a non-profitmaking, non-governmental organisation?	Yes
<i>Appendix 1, APC Articles of Association and ByLaws</i>	
Does the applicant have legal personality?	Yes
<i>Appendix 1, APC Articles of Association and ByLaws</i>	
Is the applicant a non-local organisation with a thematic approach to structural poverty reduction in developing countries? A local organisation is an organisation based in a developing country that only operates in that country.	No
<i>Appendix 1, APC Articles of Association and ByLaws and Appendix 2, APC Action Plan 2004-7 and Logframe Analysis 2005-8</i>	
Does the duration of the proposed initiatives exceed four years?	No ¹
<i>Part III – Grant Proposal</i>	
Does your organisation currently receive a TMF grant?	No
<i>Appendices 3 and 4, APC financial statements 2002 and 2003</i>	
Does the grant requested by your organisation exceed €100,000?	Yes
<i>Part III – Grant Proposal</i>	
Does your organisation's own financial contribution and/or funding by third parties* amount to at least 35% of your annual expenditure? * i.e. funding from sources other than departments of the Ministry of Foreign Affairs.	Yes
<i>Appendices 3 and 4, APC financial statements for 2002 and 2003</i>	

¹ Some activities will be ongoing, but have not been planned in detail yet.

Does the application relate to initiatives mainly geared to direct service provision, welfare or investment?	No
<i>Part III – Grant Proposal</i>	
Does the application relate to initiatives aimed at proselytisation?	No
<i>Part III – Grant Proposal</i>	
Does the application relate to initiatives mainly geared to study opportunities or research?	No
<i>Part III – Grant Proposal</i>	
In which countries will the activities be carried out? With the exception of post-conflict reconstruction activities, applications should not be country-specific (i.e. must relate to activities in two or more countries).	
33 countries in 5 regions <i>Appendix 5: Full list of regions and countries where APC works and strategic partners</i>	
Is the grant proposal relevant to the thematic policy intentions (if so, which?) or to the open category?	Yes
1 Sustainable economic development; 7 Gender equality; 3 Sociocultural development; 4 Political development. <i>Part III – Grant proposal</i>	

PART II – ORGANISATION APPRAISAL

1. Public support in the Netherlands

Text field:

a) Involvement of Dutch society in the organisation's policy development and implementation:

By working with Dutch organisations we indirectly reach Dutch development workers and citizens with our news and information, creating awareness of the links between structural poverty, human rights and ICTs in the developing world.

b) Level of contribution of the Dutch private sector: -

c) Strategic alliances in the Netherlands: with Dutch organisations in:

- Content generation/dissemination;
- Strategic use of ICTs and free/open source software development;
- ICT policy;
- Gender and ICT advocacy;
- Defence of human rights;
- Services to build capacity of local partners in the South.

How you inform Dutch society about your activities:

- Annual report: Sent to donors/partners; 1713 individual copies downloaded (2002)
- Website: 750,000 visitors a year; 30,000 hits from servers in the Netherlands in April 2004
- Publications: newsletters, manuals, position papers disseminated on the web
- Repackaging of APC content by I-connect (IICD)

Please refer Appendix 6: APC Annual Report

Abbreviation: ICT = Information and Communications Technologies

Explanatory notes:

As a civil society actor in ICT for social justice it is very important for us to engage Dutch organisations that work in this area. We aim to contribute to awareness among Dutch citizens, decision makers and funding institutions of the need for integrating ICTs into development work, on the one hand, and, on the other hand, for the ICT world (including the private sector) to be aware of the need to integrate social and economic development, human rights and gender equality in ICT initiatives.

Information about APC and our work is freely distributed on the internet via our websites (www.apc.org) and mailing lists including a dedicated press list. We produce a variety of publications including reports and news articles on our activities (e.g. our 60-80 page annual reports, our monthly newsletters) practical guides in our issue areas (e.g. our recent "ICT Policy: A Beginner's Handbook"), and position papers (e.g. "Involving civil society in

ICT policy: the World Summit on the Information Society”).

Apc.org receives a high number of visitors from the Netherlands. In April 2004, 30,000 hits* were received from visitors from the Netherlands. After the USA, the Dutch visitors represented the nation that most viewed our site. Our partners (including I-connect, One World Netherlands) in the Netherlands also redistribute relevant information on our behalf.

* 3% of the total hits for that month. Please note that APC is a low-graphics site so this figure represents approximately 8,000 pages viewed by people using Dutch-registered domains.

The following describes briefly how Dutch NGOs and donor partners are involved in APC's work.

Building Communications Opportunities Alliance

APC was invited in early 2004 to join this alliance of donors, which includes DGIS, and implementing partners. This was also our first encounter with DGIS, represented by Henk Molenaar at the Copenhagen BCO meeting in January 2004.

BCO includes two Dutch organisations with whom we have been collaborating for several years: **HIVOS** and **IICD** (International Institute of Communications for Development). We consider HIVOS more than just a 'donor-partner'. While we receive financial support from HIVOS (for our policy work in Africa and Latin America and the Caribbean, and our women's work in Africa) we also collaborate more broadly at a strategic level in ICTs for development.

APC collaborates closely with the **IICD** in several activities which relate directly to the DGIS thematic framework, through the BCO Alliance. Specifically, collaboration is around strengthening IICD's network and partner base through provision of training materials, resources and expertise in relation to organisational capacity building and strategic use of ICTs.

In addition, we work closely with IICD in the 'ItrainOnline' (ITO) partnership. The ITO partnership believes that appropriate, sustainable capacity building and knowledge sharing are central to achieving BCO outcomes. ITO provides tools, resources and support to build skills for the strategic implementation and use of ICTs to address development priorities. ITO supports poverty- and development-focused CSOs by providing information and resources that help CSOs in selecting and using technologies that can make them more effective in achieving their strategic goals.

IIAV² (International Information Centre and Archives for the Women's Movement)

APC has had a long and productive relationship with the IIAV which began with our work in the 'WomenAction'³ initiative. During the Beijing+5 review (2000), APC's women's programme (APC WNSP) co-led the WomenAction network with the International Women's Tribune Centre (IWTC) partnering with over 30 information, communication and media organisations, enabling NGOs to actively engage in the Beijing+5 review process with the long term goal of women's empowerment and a special focus on women and media.

The APC WNSP is active in the 'European North American WomenAction' (ENAWA⁴) network which emerged from this process. **IIAV** is the institutional base for the network which is currently implementing the 'E-feminism' programme. APC WNSP is an active

² www.iiav.nl

³ www.womenaction.org

⁴ www.enawa.org

partner in this network. Through participation in this network, we are able to facilitate connections of the ENAWA network to regional networks in Asia, Africa, LAC, and the Middle East, and can offer a wealth of expertise in relation to Gender and ICT policy and practical work.

European Digital Rights initiative (EDRi)⁵

APC has 'Internet Rights' initiatives in Africa, Latin America, Asia-Pacific and Europe. Our work in Europe involves developing advocacy campaigns with the EDRi network and the WSIS European Caucus, both of which have strong Dutch representation (e.g. Bits of Freedom and Hivos).

Govcom.net⁶

APC and the Govcom.org Foundation organised a workshop on the occasion of the annual gathering of the members of the Association for Progressive Communications in Cartagena, Colombia, 28-31 October 2003. The workshop trained civil society networks in using the tools developed by Govcom to do network and issue analysis. We hope to collaborate again with them in the future.

Tactical Tech⁷

The Tactical Technology Collective (Tactical Tech) aims to strengthen social technology movements and networks in developing and transition countries, as well as promote civil society's effective, conscious and creative use of new technologies. Recent collaboration with Tactical Tech includes the Africa Source camp for African open source developers in March 2004, and the wireless community networks workshop in April 2004. The latter project, funded by the Canadian IDRC (International Development Research Centre) will produce easy to use training materials to train technicians in developing countries in building and maintaining low-cost wireless networks at community level.

Ace Soares Internet Consulting (ASIC)

APC works closely with a Dutch private sector consultancy that provides services to civil society in the Netherlands and in Curacao (Ace Soares Consulting). The consultancy builds tools that facilitate internet services (like database driven websites, email managers and web mail), and provide services, support and training for CSOs mainly in the Netherlands. They have worked with many APC members in western and central Europe. ASIC has always worked closely with APC and became a member in 2002. ASIC continues to work closely with APC particularly in information exchange and technical work.

drostan.org

Founder, Rolf Kleef, has worked with APC since 1995, first in projects on email training and internet capacity building in Central and Eastern Europe, later in developing service delivery concepts and online communities. Personnel participated as resource people at the APC Building Information Communities workshop in 2002.

⁵ www.edri.org

⁶ Govcom.org is an Amsterdam-based foundation dedicated to creating and hosting political tools on the Web. Much of the work involves mapping issue networks on the web, using the IssueCrawler software.

⁷ www.tacticaltech.org

2. History and mission

Text field:

Mission: APC is an international network of civil society organisations whose mission is to empower and support organisations, social movements and individuals in and through the use of ICTs to build strategic communities and initiatives for the purpose of making meaningful contributions to equitable human development, social justice, participatory political processes and environmental sustainability.

Vision: A world in which all people have easy, equal and affordable access to the creative potential of ICTs to improve their lives and create more democratic and egalitarian societies.

Explanatory notes:

APC was founded in 1990 Amsterdam at a 1990 Interdoc conference. One of the founding organisations was a Dutch organisation, Antenna. APC's pioneering role in enabling social movements to benefit from the potential of ICT goes back to 1985. APC's first networks were founded by people with experience in communication and international collaboration in the NGO world, and a deep commitment to making ICTs available to movements working for social change. More about APC's history is collected online:
<http://www.apc.org/english/about/history/index.shtml>

APC believes that civil society can make a critical contribution to changing the conditions that perpetuate cycles of poverty and disempowerment. We work at three primary levels:

- To enable civil society organisations and networks to make strategic use of ICTs in order to be more effective in their work, thereby having more impact on structural poverty.
- Working for enabling policy environments that contribute to affordable and effective access to information and communications services and technologies for poor communities, with a strong emphasis on effective access for women
- Working for women's empowerment, which is fundamental to challenging the structural conditions of poverty.

APC sustains its activities through member fees, donor funds and income from 'commissioned projects' or consulting services. By far the largest form of donor income is project funding.

We have a good reputation for delivering on projects and are regularly asked to partner or implement projects by many donors.

On the one hand, this reflects positively on APC's work, but on the other, it can impact negatively on our efficiency and effectiveness as we have very little core support that can be channelled to implementing the strategic plans identified by our membership.

APC received very little donor funding in its early years and for a long time the network was funded by members. APC members who were providing email and online discussion services to the development and environment sector were able to generate significant income which contributed to the cost of running APC. This was sustainable in the period before commercial internet service provision became widespread.

APC worked first with donors on a project basis in the early and mid 1990s to provide connectivity for African and Asian NGOs, and for the United Nations Sustainable

Development Networking Programme. Even at this time the southern partners were asked to make a financial contribution to cover the cost of their connections.

We have a strong tradition of striving for financial sustainability, and currently all members pay a membership fee, a commitment they take very seriously.

International Development Research Centre (IDRC), APC's earliest supporter, provided the funds needed to launch the APC Women's Networking Support programme and the development of a pioneering Gender and ICT Evaluation methodology (GEM). IDRC has also provided start-up support to our Internet rights and ICT policy work with a focus on activities in Latin America and Africa in 2001.

With trends in donor funding shifting overwhelmingly towards project support and away from institutional support, APC was particularly appreciative of the programme and core support that the Ford Foundation provided from 1997 to 2002. We are pleased to have some contribution to core funding from the Swiss Agency for Development and Cooperation (SDC) for 2004-5. This is our only current core support (\$100,000 per year for 2 years).

3. Strategy

Text field:

Operational goal(s):

- Promoting and facilitating strategic use of ICTs by CSOs
- Strengthening APC and civil society organisations' role and engagement in ICT policy processes
- Growing and strengthening the network of CSOs promoting the use of ICTs for social justice and development

Cross-cut by gender equality and sustainable development.

Results or result areas:

- CSOs made more effective through the use of ICTs
- Effective participation of civil society and southern actors in ICT policy processes
- Learning and exchange and collaborative action among civil society actors using ICTs for challenging poverty and promoting social justice

Activities or fields of activity:

- Awareness-raising
- Building capacity
- Disseminating information
- Research and analysis
- Development and support of content sharing tools
- Learning and evaluation
- Campaigning, lobbying and advocacy
- Network building

[Max: 750 characters]

Abbreviation: CSOs – Civil Society Organisations

Explanatory notes:

APC's programmes and strategic priorities reflect a careful analysis of the needs and challenges of the constituencies we work with, particularly those in the south. In response to these challenges members identified the following **three strategic priorities for 2004-7**:

- Promoting and facilitating strategic use of ICTs by civil society organisations.

- Strengthening APC and civil society organisations' role and engagement in ICT policy processes.
- Growing and strengthening the network of CSOs promoting the use of ICTs for social justice and development.

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

- **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'.* The 'divide' is not just digital and for that reason we prefer not to use this (misleading) term. We also believe that: *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.

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.

- **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 transforming inequalities between men and women, with the full knowledge that ICTs can be used to either exacerbate or transform unequal power relations.

Please see log frame for detailed list of interventions, activities, and indicators under each programme area:

- Communications and Information Policy (CIPP)
- Women's Networking Support (WNSP)
- Strategic Use and Capacity Building (SU & CB)

*The CIPP programme responds primarily to the strategic priority: **Strengthening APC and civil society organisations' role and engagement in ICT policy processes.** APC members identified the following broad activity areas for this programme. APC's action plan responds to these in ways that complements and enhances existing activities.*

a. Engage specific policy issues of concern to civil society (nationally and regionally) as identified by APC members and partners, including:

- Free and open source software
- Access and connectivity ("digital inclusion")
- Restrictive intellectual property regimes (that create barriers to innovation and development)
- Human rights and communication rights in the context of ICTs
- Protecting and expanding the public domain
- Secure online communications including the right to privacy

b. Increase civil society awareness of and capacity to participate in ICT policy by building and disseminating information resources, building the capacity of CSOs through training and training-material development, and mobilising CSO involvement in the making, implementation and monitoring of ICT policies

c. Promote and defend internet rights for civil society by engaging with international,

national and regional policy processes (and further develop and disseminate the internet rights charter⁸).

*The **SU&CB programme** responds primarily to the strategic priority: **Promoting and facilitating strategic use of ICTs by civil society organisations**. The following activity areas were identified and the action plan addresses these areas of activities.*

- a. **Analysis of current strategic use capacity building needs.** While many people still need basic ICT skills training, our research and experience over the last few years indicates that much of the currently available ICT training and training materials does not adequately position organisations to use ICTs creatively and strategically and in a way that empowers them to make decisions on ICT use over the longer term. APC would like to facilitate a critical assessment and analysis of ICT training needs to inform ICT capacity building in the non-governmental sector. We will undertake this in partnership with other actors engaged in capacity building and training in ICTs.
- b. **Promoting and supporting the use of free and open source software (FOSS) by CSOs.** FOSS can be cost-effective, secure, and adaptable. FOSS can be a means for developing appropriate software solutions in local languages. It is also a means of establishing greater choice in a sector of the IT industry that is monopolised by one company, Microsoft. APC will develop a programme of activity to promote and support a strategic approach to FOSS. We will focus on empowering APC members around the world to provide effective information, advice and services to the CSOs they support.
- c. **APC ActionApps development and support.** APC ActionApps is a FOSS content management system developed to meet the unique needs of individuals and organisations in the social sector by making it easier and more affordable to disseminate and publish information and news and work together via the internet. APC ActionApps is now widely used inside and outside the APC. Attention needs to be given to facilitating the progress of core development and materials for both users and administrators.
- d. **Adopt and support wireless technologies.** Wireless connectivity can facilitate access in underserved areas as well as transform how civil society networking and training takes place. APC will facilitate information and experience-sharing about the use of wireless connectivity.
- e. **Raise awareness of strategic use of ICTs** by focusing on decision support ('what technology will best meet our needs?'), network analysis (understanding how networks work and how working in a networked way changes relationships between organisations, sectors and individuals) and the appropriation and mobilisation of technology by civil society in specific areas such as collaboration, advocacy, campaigns, knowledge-sharing and organisational development.

⁸ <http://www.apc.org/english/rights/charter.shtml>

- f. **Promote secure online communications among CSOs.** Secure online communications include secure data storage, virus protection, dealing with interception, monitoring and suppression of free speech. APC will build a pool of skilled trainers that can support human rights, journalists in repressive states and other workers who have a particular need to communicate in complete privacy online. We will continue to develop training materials to support these trainers and facilitate training provision, as well as raising awareness of secure communications in all APC training.

*The **APC WNSP** activities respond to all three APC strategic priorities. Its planned activities focus on the following areas.*

- a. **International Policy Forum on Gender and ICT.** The first phase of the WSIS process provided a platform for several levels of policy dialogue, including gender and ICT advocacy. The forum which will take place in June 2004 in Rio de Janeiro will build on this and bring together women and men that have worked in the gender and ICT area in the past decade. It will provide a space where the convenor -APC WNSP- hopes to consolidate this growing gender and ICT advocacy network and bring attention to the need for gender issues to be at the centre of all ICT policy processes.

The forum will:

- Assess and map the gender and ICT landscape
- Produce a gender and ICT action agenda for 2004-6
- Include training in ICT policies and advocacy (based on the APC curriculum)
- Consolidate and diversify the gender and ICT advocacy network
- Consolidating the network of gender and ICT evaluation (GEM) practitioners
- Exploring sustainability strategies for women's internet based networks
- Will be delivered through plenaries, discussion and skills-building workshops using an innovative meeting methodology (Open Space Technology).

- b. **ICT policy training and curriculum development for gender and ICT advocates.** We will conduct a series of gender and ICT policy training workshops and build on the existing APC ICT policy curriculum to produce a version specifically for gender ICT advocates.

- c. **Gender and ICT policy monitor project.** This will build on and follow the model of the existing APC African and Latin American and Caribbean ICT policy monitors but focus specifically on the intersection of gender and ICT policy.

- d. **Strategic use of ICT for women and gender advocates.** APC WNSP has identified specific areas of training that it believes will strategically advance women's use of ICT to promote their own work and advocacy. These areas are also the most critical in protecting women's rights and in ensuring their meaningful participation in the information society. In the next two years, APC WNSP will focus its training work in the following areas:

- Free and open source software solutions for women
- Secure online communication training for women's rights networks
- Strengthening the popular training opportunity - Women's Electronic Network Training (WENT)

- e. **WNSP and women's network sustainability strategy.** We will develop a specific activity to build an income stream for the WNSP drawing on the APC L+P model. Services will include consultancies on gender and ICTs and providing evaluation (GEM) services. We will back this up with a women's internet service provider (ISP) reference centre. The GEM service will include working with organisations and practitioners in developing and implementing project evaluations, training others in using GEM and building a practitioners network of gender and ICT evaluators.

The APC management systems support activities at all levels and focus its efforts on the following.

- **Support members in developing services** that encourage the **strategic use of the internet and ICTs** by their communities and partners.
- **Facilitate collaborative projects and ICT service delivery** using the APC's 'learning and practitioners networking' model. We will work within and beyond the APC community in encouraging collaboration and joint projects in the use of ICTs for development and social justice.
- **Capacity-building initiatives** for APC members and others relating to APC's strategic priority areas.
- **Promoting creative and effective ICT initiatives worldwide** by publishing articles on our members and partners' work in a variety of languages.
- **Provide fundraising support** by assisting in the development of projects and proposals.
- **Involve members in APC project development** and in project implementation processes.
- **Facilitate networking and collaboration within the APC**, by providing frequent updates on programme and project outcomes as well as easy access to APC backgrounders and other project information and outputs.
- **Facilitate collaborative work** among members and partners by linking members with common interests and activities to one another.
- **Expand membership**, particularly in areas where there are no or few members (e.g. Central Asia, China, Middle East, Caribbean).
- **Achieve concrete, practical results** in our three programme areas and strategic priorities, contributing to the realisation of our vision.

Our operational strategy is to keep our core management team small and overhead costs low, and to implement our mission through projects.

4. Dynamic relations with southern partner countries

Text field:

Number of members: 36 in 28 countries

Partners: +- 100 in 60 countries

APC works with many organisations beyond its membership. Partnerships are built through collaborative action based on shared values and goals, trust, respect and accountability. Partnership work is implemented at local, regional and international levels through a range of activities. Working with and strengthening local partners is a priority as is the creation of practitioner-support networks for south-south and north-south exchange.

[Max. 500 characters]

Explanatory notes:

APC's partners are diverse ranging from international NGOs, donors and UN agencies to national and local grass-root initiatives. Refer to Appendix 5 for a list of partners and countries.

APC's work with partners include discussion and consultation, policy position development, lobby or campaign design, animation and collaboration, collaborative research and resource development, co-partnering in capacity building initiatives, co-publishing, initiative planning, evaluation and monitoring.

APC is different from many other international networks in that we do not emphasise 'branding', or official affiliation with the APC. We believe that the people we work with have the right to choose to what extent or whether to publicly associate themselves with us or not.

Several of our activities focus on south-south and north-south skills exchange and learning, often through the creation and animation of 'peer' practitioner support networks. This strategy can be seen in the WNSP's Women's Electronic Network Training⁹, the ItrainOnline initiative¹⁰, the gender and ICT evaluation methodology (GEM¹¹), and low cost appropriate technology initiatives (such as free and open source software and wireless capacity-building initiatives).

Whilst APC's overarching strategic priorities are developed by our organisational members and staff, the process includes continual input of feedback and evaluation from strategic partners through online and face to face meetings. For example, strategic partners are always invited to APC council (general membership) meetings, workshops and other activities we host.

The extent and depth of relationships with partners depends largely on the degree of synergy and harmony with APC's organisational principles, 'ways of working', mission, and goals. In that sense, relationships are developed primarily through shared actions and activities, developing trust and a shared sense of 'ownership'.

Forming partnerships on this basis contributes to forming sustainable relationships that endure beyond the end of an activity (funded or otherwise) and contribute to forming a network or organisations with a shared strategic vision and agenda.

⁹ www.i-went.net

¹⁰ www.itrainonline.org

¹¹ www.apcwomen.org/gem

While APC is governed by our organisational members, our workspaces and programmes are open to individuals that have been part of the APC community in the past but who have since moved on. This is demonstrated in the membership policy of the Women's Networking Support Programme which welcomes women from existing and former APC member staff as well as partners. In addition, this is particularly valuable in our technical workspaces where we have been able to retain the expertise and voluntary efforts of some of the best socially-minded ICT technicians in the world.

Please refer to Appendix 7 for APC membership criteria.

5. External factors and relations

5.1 External factors

- Positive**
- Neutral
- Negative

Text field:

External factors present challenges and opportunities that impact on workload rather than sustainability.

Challenges:

- Rapid change in ICTs
- Convergence (issues + processes)
- Digital exclusion
- Trend among donors to look for "quick" solutions at the expense of institution-strengthening
- Increasing government concern with online security requires active advocacy for the protection of privacy and freedom of expression.

Opportunities:

- WSIS process
- Innovation
- Increasing access to ICTs, gradual lowering of cost

Overall the impact is positive: more awareness and capacity.

[Max. 500 characters]

Abbreviation: WSIS = World Summit on the Information Society

5.2 External relations

Text field:

Cooperation with NGOs: Joint projects with: APC members; BCO (IICD, Bellanet, One World, Panos); AMARC (World Association for Community Radio); Highway Africa; Article 19; International Women's Tribune Centre; IIAV, CSO caucuses in WSIS, Beijing+10

International donor community (2003):

Donor income 71.64 %; APC income 24,32 %; Partner contributions 2.45%; Membership dues 1.59%

Private sector: Collaboration in the development of free APC software, and in Africa with private sector in ICT policy advocacy e.g. AFRISPA – Assoc. of African Internet Service Providers (CATIA project).

Other: UN agencies (UNESCO; UNIFEM; UNDP, UNDAW)
[Max. 500 characters]

Abbreviation: CATIA = Catalysing Access To ICTs in Africa

Explanatory notes:

APC is also a member of the Global Knowledge Partnership, a multi-stakeholder network working in ICT for development, the CRIS campaign (Communications Rights in the Information Society), GILC and the Global Internet Liberty Campaign.

We serve on the UN ICT Task Force.

Our general strategy for cooperation with third parties

We have been successful in mobilising project support from a large donor base of both northern and southern donors. We have longstanding partnerships with international organisations and in many countries we work closely with governments in national ICT policy processes.

We prefer to have a balance between project funding where we co-develop a project with a donor or a partner, and projects that are defined by APC in partnership with our members. We ensure that all project work relates closely to our strategic priorities.

As APC is a network and a membership organisation it is entirely geared towards mobilising local stakeholders, not just in implementation, but also in **establishing strategic priorities**. We implement many projects in partnership with other NGOs and have developed effective methodologies for managing what is often a challenging process.

We work closely with many UN agencies, particularly the Economic Commissions for Africa and Asia-Pacific FAO, UNESCO, UNIFEM, UNDAW and UNDP.

From 2000 to 2003, our funding partners include:

[note: only the Ford Foundation and the SDC have ever given us core support, all other funding is project-based]

Canadian International Development Agency (CIDA)
British Department for International Development (DFID)
Evangelischer Entwicklungsdienst (EED)

AVT04/BZ74555

Ford Foundation
HIVOS
InfoDev
International Institute for Communications and Development (IICD)
International Development Research Centre (IDRC)
Institute for Connectivity in the Americas (ICA)
MacArthur Foundation
Netherlands Institute for Southern Africa (NIZA) (through the Freedom of Expression Institute and Article 19)
Open Society Institute
Open Society Initiative for Southern Africa (OSISA)
Open Society Initiative for West Africa (OSIWA)
Commonwealth Telecommunications Organisation (CTO)
GTZ (through APC member in Germany, ComLink)
Rockefeller Foundation
SDC (Swiss Agency for Development and Cooperation)
FAO
UNDP
UNIFEM
UNESCO

Successful examples of cooperation

At national level these include telecentre, training, community-building, radio, information dissemination, education, feminist networking, rural access, software and tele-working initiatives in fifteen different countries in Asia, Africa and Latin America.

We are also part of major international partnerships such as the BCO (Building Communications Opportunities) alliance, where our partners include other international NGOs -Bellanet, IICD, Panos, and OneWorld International- and bi-lateral donors -CIDA, the Dutch Foreign Ministry, DFID, SDC and the Danish Ministry of Foreign Affairs. We also work in regional networks, for example in Southern Africa we are part of a coalition called the 'Media Partnership' comprising of the APC, Article 19, Southern Africa Communications for Development (SACOD), the Media Institute of Southern Africa (MISA), and the African office of the World Association for Community Radio (AMARC). The Africa Media Village at the recent WSIS was a product of the partnership. Our women's programme has co-led and participated in several coalitions including 'WomenAction', the FLAMME initiative, the WSIS NGO gender strategies working group and WSIS Gender Caucus.

We have an ongoing partnership project with One World, IICD, UNESCO and Bellanet to manage the training resource material portal ItrainOnline.

6. Results

Text field:

- 15 new members since 2000
- Mobilising +- 200 CSOs active in WSIS by facilitation of online and offline spaces for all regional and many thematic caucuses.
- ICT policy training in South Africa, India, Colombia, Kenya, Uganda, Ethiopia
- Mobilisation of gender and ICT advocates in WSIS, Beijing+10 and CSW
- Increased capacity of 200 advocates on ICT policy issues and advocacy
- Training tools and resources
- GEM evaluation of 25 initiatives in at least 20 countries
- Successful website and publications
- Contribute to member sustainability & capacity
- Awards made (8)

Abbreviations: Beijing+10 = Beijing Plus 10 Review Process; CSW = Commission on the Status of Women

Explanatory notes:

APC expanded its membership, profile, outreach and impact through pro-active networking and collaboration with increasingly diverse partners and active involvement in ICT policy monitoring and awareness raising, collaborative development of ICT resources and tools and the development of a GEM for ICT initiatives.

- 15 new members since 2000: Our membership almost doubled in the last 3 years. New members are primarily in the South.
- Mobilising +- 200 CSOs active in WSIS through facilitation of online and offline spaces for all regional and many thematic caucuses. APC facilitated the global, regional and several thematic online working spaces of civil society participants in the World Summit on the Information Society preparatory process, (e.g. [wsis-cs-plenary](http://www.wsis-cs-plenary.org)¹²), hosted mailing lists (online discussions) for thematic caucuses, like the human rights and internet governance caucuses and several caucus websites¹³.
- In November 2002 we convened (with the UN Economic Commission for Africa) a meeting in Addis Ababa with around 100 Africa civil society organisations to develop African civil society capacity and awareness in ICT policy. This meeting led to the formation of a large and diverse African WSIS civil society caucus and the founding of a new organisation, the Free and Open Source Software Foundation of Africa (FOSSFA).
- ICT policy training in 6 countries (South Africa, India, Colombia, Kenya, Uganda, Ethiopia). Number of participants ranged from 15 to 40 at each workshop.
- Increased capacity of 200 advocates on ICT policy issues and advocacy. These are participants in the workshops, and APC member staff who have formed an active policy advocacy peer support group.
- Training tools and resources - ITO, Multimedia Training KIT (MMTK), GEM, ICT Policy Curriculum. Materials for community media centres, radio, and people interested in learning about ICT policy. Also very valuable materials to help with 'technology planning', e.g. in making decisions about free software and second hand computers.

¹² <http://mailman.greennet.org.uk/mailman/listinfo/plenary>

¹³ www.wsis-cs.org

- GEM evaluation of 25 initiatives in at least 20 countries. APC's Gender Evaluation Methodology has been tested in Asia, Africa, Central and East Europe and in Latin America.
- Contribute to member sustainability & capacity. We have been able to channel approximately \$200,000 to members for project implementation in the last 3 years. We have also assisted members in fundraising, for example, we recently helped one of our members in South Africa, Women'sNet, to mobilise \$100,000USD for a women-oriented open source software and internet-based content-sharing project in southern African countries. We have convened at least 10 member capacity building initiatives since 2000 (workshops, seminars, internships, consultations, etc.)
- Awards made (8). Since 2000 we have awarded our Betinho and Hafkin Prizes twice and four Gender and ICT Awards, in partnership with the GKP (Global Knowledge Partnership). These awards recognise innovative uses of ICTs for development, democracy and gender equality.
- Successful website and publications. Our websites are very popular as mentioned above. So are the 'soft copies' of our publications. We distributed 500 ICT policy cd-roms in the WSIS.

Downloads of APC publications from APC website: 2003 – April 2004¹⁴

NAME OF PUBLICATIONS	ADDED TO SITE	YEAR 2003	01/04	02/04	03/04	04/04	TOTAL TO DATE
"Involving Civil Society in ICT Policy: The WSIS" – APC/CRIS EN	11/09/03	5693	534	253	175	183	6838
"Involving Civil Society in ICT Policy: The WSIS" – APC/CRIS ES	11/09/03	3468	291	125	119	106	4107
"Involving Civil Society in ICT Policy: The WSIS" – APC/CRIS FR	11/09/03	2897	563	255	176	132	4023
"ICT Policy: A Beginner's Handbook" EN	18/12/03	804	650	392	215	180	2241
ANNUAL REPORT 2002 EN	30/09/03	1053	229	182	118	131	1713
ANNUAL REPORT 2002 ES	15/12/03	33	91	103	224	256	707
ANNUAL REPORT 2001 EN	14/11/02	1807	64	35	32	45	1983
ANNUAL REPORT 2001 ES	14/03/03	1417	75	82	89	44	1707
KEY: EN=English, ES=Spanish, FR=French							

¹⁴ Several of the publications are also available from other websites eg the website of the Commonwealth Telecommunications Organisation. Download figures from non-APC websites are not reflected here.

Benefit of our work

Many organisations and individuals benefit from our work. For instance, our ICT policy materials have been requested and used as far afield as Fiji, India, Uganda and Argentina.

People, communities and organisations benefit from APC's work at different levels:

- people at local community level whom our members support in their advocacy for social and political justice (for example citizens in small towns in Colombia who are supported by our member Colnodo in initiatives to increase transparency in local government which uses APC's content management software¹⁵; and, farmers in dry lands in East Africa who accesses useful information through satellite radio from our member Arid Lands Information Network¹⁶)
- national and local NGOs who receive ICT support, training and affordable internet services from APC members (for example the NGO community in Brazil who relies heavily on the services of our member RITS and small community-based organisations in Egypt who are trained and supported to use ICTs by our member ArabDev.)
- international agencies, NGOs, consultants and also governments who try to understand how ICTs can make a difference in efforts to achieve sustainable development (through APC sharing our experience, gender and ICT expertise, stories and critical analysis with donors, at international conferences and in bodies such as the UN ICT Task Force and the DOT Force)
- people who are not connected to ICTs in any direct way and who are unlikely to be for a long time (for example woman in Africa living in situations of conflict who have had their stories collected on video and audio in an initiative which has benefited from APC's training in repackaging information and has since been recognised by an international Award given by APC in partnership with the GKP (Global Knowledge Partnership).

This is not a comprehensive list of those who benefit from our work. We share as much of our work freely online and the heavy use made of our resources is indicative of the large number of people that we don't have direct relationship with who benefit in some way from our work.¹⁷

7. Structure and Culture

Organisational structure

Text field:

Give the following information in an organigram:

Board: Meets twice a year. 8 members (3 women and 5 men) of which 3 are from Latin America, 2 from Africa, 1 from Western Europe, 1 from Central Europe; one from Asia.

Main tasks:

- evaluation of executive director
- oversight of strategic plan implementation
- strategic guidance and for management
- ensure we meet statutory obligations

¹⁵ <http://www.apc.org/english/news/index.shtml?x=17998>

¹⁶ <http://www.apc.org/english/news/index.shtml?x=14074>

¹⁷ For example, our 2003 publication, 'Involving Civil Society in ICT Policy' was made available online in English, French and Spanish and 14,034 copies were downloaded between October 2003 and February 2004.

Management/management team: 7 people
Executive Director; Networking and Advocacy Coordinator; Communications Manager; Finance Manager; and 3 Programme Managers (Communications and Information Policy; Women's Networking Support; Strategic Use and Capacity Building)

Support divisions and functions: 3 people
Logistics and events coordination 1 FTE
Financial assistant .25 FTE
Technical support .10 FTE

Functional departments (excluding managers): 11 people
Communications and Information Policy – 2 FTE; Women's Networking Support 4 FTE; Strategic Use and Capacity Building 1 FTE

Advisory bodies and others: APC council of member representatives. Decides strategy & elects board

[Max. 750 characters]

Appendix 8: APC Organigram and broad organisational chart; staffing levels and division of tasks

Explanatory notes:

APC operates with a small core team. We achieve our goals through the combined efforts of APC staff and our international community of members and strategic allies. While small, we need to ensure solid management and leadership, and sufficient capacity, to meet the challenges of constant change and development in ICTs on the one hand and increasing social inequality on the other hand.

Staff members work from many countries around the world. The executive director and finance manager work from South Africa, other management team members are based in Asia Pacific, Latin America, Australia and Europe.

APC's executive director takes full responsibility for organisation and project management, finances, reporting and accountability. APC's executive board and council oversee the definition and delivery of the objectives outlined in this document. Detailed work plans are developed for each programme area and management system. Programme and project coordinators provide regular reports to the executive director and council, and progress is reviewed quarterly by staff.

APC members define APC direction, policies and agendas. APC Council is the governing body that establishes APC's policy and work area priorities. Each APC member organisation appoints a representative to Council. Council meets regularly online, and periodically, APC Council members meet for a face-to-face conference in one of the member countries. Most of Council's formal decision-making takes place during these meetings. The next face-to-face council meeting is scheduled for 2005 in Bulgaria.

Council elects an executive board (including a chairperson, secretary and treasurer). The executive board provides financial and operational oversight, and works with the executive director and staff to implement APC action plans.

7.2 Organisational culture

Text field:

Organisational values:

- peer support,
- community and partnership;
- shared learning;
- inclusiveness and diversity;
- strengthening creativity and capacity;
- democratic, accountable, transparent governance;
- freedom of communications and information.

Management style is light, largely horizontal, inclusive and consultative. Strong leadership is provided by the executive director and the executive board.

Internal communication maximises the creative potential of a multiplicity of online tools and is appropriate to the realities and contexts of an international team.

[Max. 500 characters]

Explanatory notes:

APC works consciously to integrate practice and policy in every activity we undertake, including: working for internet rights and enabling policy environments, free and open source software development; empowering CSOs with easy to use web publishing tools; delivering training and developing support materials; facilitating learning; and developing gender evaluation methodologies for ICT initiatives.

We believe that this broad approach is essential if civil society is to fully benefit from the strategic potential of ICTs in meaningful ways.

The values¹⁸ that guide our work and are shared by our membership include:

- Local initiative and ownership;
- Open content: the sharing of materials and resources in the public domain;
- Free and open source software development: sharing tools in the public domain;
- Social equality and gender equality;
- Peer support and community, and working in partnership
- Collaborative work and shared learning;
- Inclusiveness and diversity;
- Strengthening creativity and capacity;
- Democratic, accountable and transparent governance;
- Appropriate, sustainable and affordable ICT solutions; and
- Freedom of communications and information.

APC's value and uniqueness comes from the local perspectives and relationships with grassroots organisations that we gain through contact with, and between, our members. Our network of members includes organisations in Argentina, Australia, Brazil, Bulgaria, Canada, Cambodia, Colombia, Croatia, the Czech Republic, Ecuador, Egypt, Germany, Hungary, Italy, Japan, Kenya, Korea, Mexico, Nigeria, Peru, the Philippines, Romania, Senegal, Slovakia, South Africa, Spain, UK, Uruguay, and the USA.

¹⁸ Agreed on by APC members at the Uruguay council meeting, November 2001.

APC has to continuously reposition itself strategically to remain relevant and effective. We do this primarily by 'listening' to our members and the civil society communities they work with.

Our operational strategy is to keep our core management team small and overhead costs low, and to implement our mission through projects.

8. Resources used to improve efficiency

8.1 Staff and staff policy

This section focuses on the relationship between staff policy and the organisation's ability to adapt and learn.

Text field:

With regard to staff policy, specify:

Aims: APC aims to build a team that is diverse and that are located in, or have a good understanding, of the communities we want to involve in our work.

We aim to remain small and flexible, but with enough capacity to deal with a changing and challenging environment. We value excellence very highly and constantly focus on learning from practice by reflecting on successes and mistakes.

Implementation: We have a gender policy in our human resources policy. We also have a very effective performance management system for individuals and for the team.

[Max. 500 characters]

Explanatory notes:

APC has not been able to afford spend significant funding on direct staff training. We provide staff with learning opportunities through participation in workshops organised by APC and partners, and through intensive mentoring within the team.

We try to pay fair salaries, but our salaries are pitched at the low end of the international NGO market. We have recently introduced a salary system that adjusts actual monthly pay based on cost of living in the staff member's country of residence. This was done to ensure fairness, which is very important to us.

One of our greatest challenges is dealing with the fatigue and stress that accompanies very frequent travel. This affects most members of the team.

Our human resources manual is attached as Appendix 9.

Being both an ICTs-focussed and an organisation whose staff are scattered around the world, APC makes extensive use of ICTs.

The basket of tools used has been chosen on the basis of our extensive experience around the strategic use of ICTs, and is intended to improve the efficiency of all business systems within the context of the diverse connectivity and infrastructural contexts our staff, partners, and networks operate in.

Our collaborative online workspaces are currently based on the following tools:

- E-mail listservers
- Collaborative web-based spaces (content management system, wiki, project management tool, intranet)
- Instant messaging.

8.2 Non-financial resources

Text field:

APC is a virtual organisation with staff based in various countries around the world, therefore APC does not have one single office location. Most staff work out of their homes or from the offices of APC member organisations. APC has phased out the purchase of computer equipment; staff are expected to provide their own computer equipment. Internal APC information is stored on an intranet, all other information is available on APC's web site. APC staff utilises open source software.

Explanatory notes:

While APC does not buy equipment for staff, it does cover operational expenditure. Each staff member submits a monthly 'office expense' claim.

We have done cost benefit analysis and find that this keeps our organisational overhead much lower than it would be if we have a single head quarters.

8.3 Financial resources

Text field:

- **Liquidity/solvency:** \$587,692 (current assets) / 364,399 (current liabilities) = 1.6:1
- **Total income/expenditure:** \$1,449,530/\$1,446,563
- **Capital and reserves: Cash reserves and grants receivable:** \$587,692
- **Permanent staff and organisational costs:** \$290,000
- **DGIS funding in relation to other main sources of funding (give amounts):**
 - Canadian International Development Agency \$36,892
 - Commonwealth Telecommunications Organisation \$144,360
 - Department for International Development \$227,103
 - EED \$59,449
 - HIVOS \$162,617
 - International Development Research Centre \$128,643
 - Open Society Institute - South Africa \$57,852
 - Swiss Agency for Development and Cooperation \$89,973
 - The Ford Foundation \$42,653

[Max. 500 characters]

Explanatory notes:

We have been in a cycle of having to cover our organisational overhead entirely from project income (2003) which has impacted on capacity and therefore effectiveness. A positive impact is that it has made us very rigorous about managing projects effectively.

9. Monitoring, evaluation and quality management

9.1 Internal activities

Text field:

Our quality management approach is strongly learning-oriented and guided by principles outlined in our 'Learning For Change'¹⁹ model. Our model is based on the notion that learning is continually evolving and dynamic. It is interactive and not static. It is based on a renewing cycle of learning by doing, participation, gender analysis, critical reflection, and linked to action and change.

It combines collaborative project planning and implementation with formal and informal monitoring and evaluation.

APC has no formal quality-related certification.

APC is not ISO 9000 certified, as we believe that a formalised standards-based approach to quality management will not be the most effective, given the nature of our activities in a fast-changing area, and to a focus on impact evaluation. However, our approach to quality management processes is informed by the eight principles underpinning ISO 9000.²⁰

- Broad quality management cycle: APC's underlying learning-oriented quality management philosophy is embedded in all our activities. APC strives for a continuous feedback loop to inform policy, planning, and implementation.
- APC and individual programme goals are developed collaboratively with the APC council and executive board.
- APC staff elaborate programme objectives, activities, and indicators based on these goals. APC members provide input on this broad action plan before it is finalised.
- The planning of individual projects is undertaken by project staff under the supervision of the APC management team, with input from APC members and/or project partners. Project plans include detailed evaluation plans and indicators suited to the particular type of activities to be undertaken.
- At the end of a project, a critical debriefing of participants is undertaken, with lessons-learned captured and fed into programme planning and implementation.
- Needs analysis and research base: all projects are based on identified need. Needs are identified informally, through ongoing stakeholder involvement in planning and projects, through community feedback, and through formal research.
- Evaluation tools: a range of evaluation tools are used in APC, according to the nature of the activities to be evaluated. These include client surveys, workshop evaluations, and interviews. Evaluations of large-scale projects also draw on external evaluation expertise.

¹⁹ <http://www.apcwomen.org/gem/learning4change/index.htm>

²⁰ Customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making, mutually beneficial supplier relationships.

- Documentation and capturing learning: as a learning organisation, APC is committed to documenting processes across all activity areas. This includes guidelines for undertaking specific tasks (ranging from running online meetings, to developing training materials, to managing human resources) are provided. These sets of guidelines are revised and added to according to need, and in the light of lessons learned during project implementation.
- Programme/project specific: the diverse nature of APC's activities, and the diversity of funder and client reporting requirements mean that individual programmes and projects may undertake additional and/or modified monitoring and evaluation activities- for example, the WNSP has developed and applied the Gender Evaluation Methodology (GEM), aimed at integrating a gender analysis into evaluations of initiatives that use information and communication technologies for social change.

Because of the range of activities, variables/indicators differ between projects. **APC-wide variables** are:

- **Network development:** growth in APC and WNSP membership numbers; growth in partnerships and collaborative projects; diversity of partner organisations; APC member input into projects; external contributions to APC publications; APC participation in relevant public events; community participation in APC online spaces
- **Programme management:** demonstrated ability to meet planned results; staff performance; contracts awarded/project proposals funded
- **Publications:** number of publications; reach and usage of publications; amount and content of user feedback
- **Capacity building:** numbers of capacity building events and participants; participant and other stakeholder satisfaction
- **Human resources:** individual and team performance.

Data is collected on an ongoing basis, and aggregated and reported quarterly. In addition to this, individual projects have specific monitoring and evaluation schedules.

During 2004 APC plans to:

- Deepen our understanding of impact evaluation methodologies appropriate to the ICT4D sector.
- Systematise the ongoing collection of evaluation-related data through communities of practice.
- Develop a formal quality management process document.
- Commission an independent evaluation of our Communications and Information Policy Programme

We are planning APC-wide evaluations in 2005 and in 2008.

9.2 Monitoring of partner organisations

Text field:

APC has a formal tender procedure for awarding larger contracts. Evaluation criteria and project specifications are developed, and a call for expressions of interest issued. Partners submit expressions of interest, followed by formal tender applications. Applications are reviewed by a panel, and contracts awarded to applicants on the basis of demonstrated capacity, budget, and other relevant criteria.

Contracts specify deliverables, timeframes, reporting requirements and payment is made on delivery.

[Max. 500 characters]

Explanatory notes:

Our procedures for awarding contracts and monitoring performance is continually refined, as learning is incorporated into new contracts and terms of reference.

An example of this are contracts awarded for training materials development. Experiences in the MMTK project highlighted the need for more detailed guidelines for materials developers, and a requirement that authors submit a detailed topic and task analysis in a standard format for approval before writing starts.

These additional guidelines and reporting requirements were included in new SU&CB programme contracts, refined further, and then documented as general guidelines for the development of training materials development contracts. These new guidelines in the process of being introduced across all APC programmes.

Penalty clauses are not used across the board, given the element of capacity building involvement in many of our partnership. They are seldom used in "first" contracts with partners, and are more likely to be introduced where partners with a demonstrated capacity to produce high-quality work have a poor track record in meeting deadlines. A sample penalty clause is "For every week beyond the specified deadlines for submission of the complete draft or the final draft by the Contractor, the value of the contract will be reduced by US\$ 250."

Text field:

Briefly describe the procedures and systems that the organisation has in place to monitor progress and the quality of its internal activities. This relates to non-financial monitoring (financial monitoring is dealt with in the next section). Specify whether there is ISO 9000 certification, application of the INK model, accreditation by the Central Office for Fundraising Organisations (CBF), and other relevant quality and guarantee verification marks.

9.2 Monitoring of partner organisations

Text field:

Monitoring partner organisations is not a primary activity.

When we contract work to partners we use the terms of reference in the contract as a framework. In collaborative projects we define roles and responsibilities of partners as clearly as possible, and we maintain ongoing communications to monitor progress.

[Max. 500 characters]

10. Financial and administrative management

Text field:

Annual budget assessment: Budget is prepared annually by APC staff and is approved by the executive board of the APC.

Authorisation of expenditure: Executive director. All payments require a second signatory.

Budget depletion audit: This is supervised by the executive director, and controlled by the financial manager.

Purchasing/contracting: Depending on the nature of the contract, APC partners and members are invited to submit expressions of interests and tenders. Contracts prepared by managers and signed by the executive director.

Internal control function: This is the responsibility of the financial manager, supervised by the executive director.

(Financial) reporting requirements for partners: n/a

External audit: APC's financial records are audited annually by independent external auditors

APC's internal financial procedures are detailed in Appendix 10

[Max. 750 characters]

Explanatory notes:

The financial manager is appointed by a hiring committee on which the board is represented. She has training in business management and more than 10 years of finance work experience in the NGO sector and is a member of APC's management team.

APC has sound financial management and control systems, the independent auditors' recommendations have been implemented.

PART III: Grant proposal

Summary

Text field:

From 2005 to 2008, APC will achieve its strategic priorities through activities implemented in our three core programmes²¹.

Communication and Information Policy will build more inclusive ICT decision-making processes by facilitating civil society engagement through CSO capacity building and supporting advocacy, at national, regional and international levels. \$1,535,000

Strategic Use and Capacity Building will support CSOs in harnessing ICTs to address social change and development priorities through capacity building and the development of appropriate tools and resources. \$1,585,000

Women's Networking Support will promote gender equality and women's empowerment through gender and ICT advocacy at all levels, and supporting women and women's organisations in the strategic use of applications and tools to strengthen networking. \$1,650,000

Governance and Management Systems will ensure efficient operations. \$1,833,000

TOTAL \$6,603,000

We will work with CSO networks in the South, but maintain and expand our partnership with organisations in the North who share our aims.

Management systems will support our members, facilitate collaboration among them, and promote their and our work through our web site, learning events, newsletters and publication.

We are requesting that DGIS makes a contribution of up to \$4,000,000 for the 2005-8 period.

[150 – 250 words]

1 General development relevance

Text field:

Relation to poverty reduction:

APC believes that ICTs can have both a direct and an indirect impact on poverty and on the complex interplay between poverty, development and social change. The strategic use of ICTs can, *among other things*, improve information flows across the spectrum of issues which impact on sustainable poverty reduction; strengthen organisational and individual capacity to address poverty and its causes; contribute to good governance by widening and deepening stakeholder dialogue; and empower the poor by addressing their information needs.

²¹ Please see Part II Q3. Strategy for more information on our programme areas

By building civil society capacity to use ICTs strategically for development and social change, by increasing awareness of the potential role of ICTs in addressing poverty reduction challenges, by developing and disseminating appropriate information resources, and by facilitating civil society engagement in the policy processes which directly impact on the use of ICTs for poverty reduction APC can make a significant contribution to the area.

Relation to the above policy document:

APC's unique strength lies in the way in which we have forged and sustained global networks and partnerships, using online tools and workspaces to assist emerging and existing networks to build common agendas, avoid duplication of effort and target investment in ICT4D more effectively, and share knowledge more widely and more effectively.

APC's way of working and our understanding of the importance of developing and sustaining real partnerships and collaboration correspond closely to the approach of the policy document.

(150-250 words)

2 Contribution to the policy intentions within the chosen theme

Text field:

Relation to policy intentions published in the Policy Framework for Theme-based Cofinancing for 2005-2008:

The strengths and main thrust of APC's programmes correspond most directly to the thematic policy intentions on socio-cultural development, political development and gender equality. APC's three programmes and their activities have been designed in such a manner that they integrate the principles and values underpinning these three themes.

The work of the APC also contributes significantly to the policy intention on sustainable economic development, and has impact too on human development, environment and water, and peace and security, through our strategic projects and activities with partners and intermediaries directly involved in these areas.

Relation to other policy documents, international agreements, etc.:

APC supports the DGIS policy memorandum at the highest level. Our programme activities are built on the belief that poverty is not only about wealth, but "a structural deprivation of opportunities, choices and options", and that people can transform their lives if they have the freedoms and opportunities needed to do so. Access to information, communication and technology is a pillar of any rights-based approach to development work.

APC's work also contributes to the implementation, enforcement and monitoring of the UDHR, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the BPFA, and several regional agreements (such as the African Broadcasters' Charter). (150-250 words)

Abbreviation: BPFA = Beijing Platform For Action

Explanatory notes:

Sustainable economic development through our policy advocacy to create human rights oriented enabling policy environments that contribute to affordable and effective access to information and communications services and technologies for poor communities, with a strong emphasis on effective access for women.

Gender equality. We work in two main areas identified by DGIS: 1. mainstreaming gender equality into policy and 2. implementing gender equality policy and/or the empowerment of women.

Socio-cultural development through our extensive activities to build the capacity of civil society organisations, particularly in the South, to make effective use of ICTs in their work to address the structural causes of poverty, and in other poverty alleviation, gender equality and human rights work.

A particular focus of our work is building civil society capacity at various levels (technical skills and understanding of substantive policy issues) to engage in policy advocacy in countries where telecommunications and information and communication reform is urgently needed, which contributes to broader public debate and participation.

In the area of capacity building we work not only with civil society, but also with parliamentarians, the media, medium and small businesses, and often also with government bodies.

We partner with international media and information content networks such as AMARC (World Association for Community Radio), One World, and Panos.

Our work is very closely linked to DGIS criteria as expressed under 'Communication' in this theme, particularly "innovative use of modern information and communications technology for development processes by local organisations, policymakers and stakeholders" and "the media's role as a communication platform for citizens and civil society". We view the internet as a critical platform for media, communications and social and political engagement.

Political development. In the area of good governance our work is directly relevant to your thematic policy intentions:

- o *Democratisation:* We work in ICT policy development, including policies that impact on freedom of information, public participation in governance processes, and gender equality. We work for **inclusive** policy processes and we build the capacity of civil society and other marginalised actors to participate in policy processes.
- o *The fight against corruption:* APC has not been deeply involved in this area in the past, but we intended to be in the next four years in response to the priorities expressed by our member in Colombia and members in countries in Central and East Europe (Slovakia, Romania and Bulgaria) who have requested that we engage this area with a focus on the use of ICTs to promote transparency.

Our work is also relevant to:

- o *Human development* through our research on HIV/AIDS and the use of ICTs in Africa, the inclusion of HIV/AIDS as an important consideration in our ICT policy advocacy, training materials development on HIV/AIDS for the MultiMedia Toolkit (MMTK) and

through the support and capacity building we provide to women's organisations in Africa that focus on HIV/AIDS activity.

- o *Peace and security.* Two APC members work in the use of information and communications technology in situations of conflict/ post conflict societies, Colnodo in Colombia, and ZaMirNET in Croatia. A member of the APC-Africa-Women's network, Isis Women's International Cross Cultural Exchange in Uganda, works with women who are victims of armed conflict in Africa. In addition, the importance of access to information, media and communication during times of war and conflict is central to our advocacy work in the CRIS (Communication Rights in the Information Society) Campaign²².
- o *Environment and water.* One of the strategic priorities for APC for 2005-8 is to explore environmental impacts of ICTs, particularly in the area of computer and electronic waste, and the potential of using renewable energy resources with ICTs.

3. Thematic innovation

Content within the theme.

APC is able to be an innovative actor in the area of ICTs for development and social justice because:

- The network brings technical skills, e.g. free software developers together with users, and activists, and development practitioners. This cross-fertilisation of skills and perspectives ensures a bottom-up, demand-driven approach to the use of ICTs to strengthen civil society.
- It is geographically diverse, bringing together a wide range of learning and experience from North and South.

Application of the theme within the target group or regions.

APC's programme of action is developed in full consultation with its members located all over the world. These consultations take place in online consultations and wherever possible in face-to-face strategic planning meetings. Feedback on key thematic issues and concerns are then reflected within the programme; in terms of what needs to be done in the region concerned and what APC can actually do to meet these needs realistically and feasibly.

This results in the identified strategic priorities of the APC. Hence, APC's programme of action is very much designed from the ground-up, guided by the rights-based values, principles and work philosophy it professes.

Cooperation between the organisation and third parties.

APC works with international and local partners. We have found that this promotes innovation in the sense that having to find solutions to achieve the objectives of all partners involved requires a lot of learning and creativity.

Working with and strengthening local partners is a priority as is the creation of practitioner support networks for South-South and North-South exchange.

4. Applicant organisation's contribution to sustainable development

²² <http://www.communicationrights.org/>

In addition to the external innovation referred to in the previous section, innovation within the organisation is also important, particularly for its financial and institutional sustainability. Explain how the implementation of the grant proposal contributes to:

- Improving existing working methods through the integration of subthemes, more efficient and effective working methods and cooperation between organisations across themes.

APC's new action plan (included in the log frame) includes concrete measure to increase collaboration across programmes, and to improve and consolidate APC's quality management procedures, and to continue to improve our online workspaces and ensure that they provide effective support for all APC's business systems.

- The quality and impact of the activities carried out by the organisation and the development of its staff.

The grant will increase APC's already proven capacity to operate effectively in diverse areas of ICT4D, enabling us to expand our "reach", impact, and collaborative work.

5. Objectives, results, activities, resources (DRAM)

Text field:

Objective(s):

- Promote and facilitate strategic use of ICTs by civil society organisations
- Strengthen APC and civil society organisations' role and engagement in ICT policy processes
- Grow and strengthen the network of CSOs promoting the use of ICTs for social justice and development

Results:

- CSOs 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.
- More inclusive ICT decision-making processes and greater public participation in target countries
- Learning and collaboration networks among organisations promoting the use of ICTs for social justice and development through information exchange and collaborative project implementation
- Maximum APC member involvement in the work of the APC
- Stronger regional women's advocacy networks working for women's empowerment and gender awareness in ICT policy and practice
- APC to be a vibrant, sustainable network with diverse sources of income and a financial reserve.

Activities: Training and capacity building in ICT policy and use. Policy advocacy to promote enabling ICT policy environments. Creating tools, materials and other resources to support civil society engagement in ICT policies and in public participation more broadly. Information dissemination to promote the work, and raise the issues of our organisations and communities in the South.

TOTAL BUDGET for 4 years: \$6,603,000

\$1,833,000 - core support, including governance meetings, and membership development

\$1,535,000 - Communications and Information Policy

\$\$1,585,000 - Strategic Use and Capacity Building

\$\$1,650,000 - Women's Networking Support

(150-250 words)

Explanatory notes:

- 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.
- Authoritative information resources on ICT policies, both at APC-wide level and through national ICT policy campaign sites maintained by APC members and partners
- More inclusive ICT decision-making processes and greater public participation in target countries
- Learning and collaboration networks built among organisations promoting the use of

ICTs for social justice and development through information exchange and collaborative project implementation

- Maximum APC member involvement in the work of the APC
- Stronger regional women's advocacy networks working for women's empowerment and gender awareness in ICT policy and practice
- APC to be a vibrant, sustainable network with diverse sources of income and a financial reserve.

Refer to the log frame analysis and the budget for more detail and measurable indicators.

6. Results must satisfy the SMART criteria (Specific, Measurable, Acceptable to all stakeholders, Realistic and Time-bound)

Text field:

Formulation of the problem: APC believes that ICTs have tremendous potential to assist in meeting poverty reduction, development and social justice goals. Conversely, lack of access to ICTs and its related benefits further entrenches socio-economic divides.

In order for the potential of ICTs to be realised in the civil society and development sectors, individuals and organisations need appropriate infrastructure, skills, appropriate tools, access to relevant information and the capacity to disseminate information, and the ability to play an active role in the policy processes which affect all these areas.

Intervention strategy: *Based on this, describe and justify the choice of intervention strategy.*

Through its three programmes, APC develops specific interventions which address all these areas of need. Our strong partnerships and networks ensure that interventions are based on a clear understanding of real need and capacity, and build on the learning of a wide range of other projects.

(100-200 words)

Explanatory notes:

Please refer to the log frame document for further information.

7. Efficient use of resources

Text field:

Quality/price ratio:

APC strives for creative solutions to increase the cost effectiveness of its activities:

- Making full use of online tools and workspaces where these can *appropriately and effectively* replace or supplement face-to-face interaction.
- Working in partnerships such as the ItrainOnline MMTK which reduce duplication of effort and maximise the resources available.
- Developing capacity building resources in formats designed to promote reusability and adaptability.
- Requiring participants at workshops and other events to co-fund – *where possible and appropriate* – their participation.

North-South budget: As APC is based in the South, with only a few members in the North and the vast majority of our activity in the South, we would estimate that we expend 90% in the South and 5% in the North.

% contribution committed by other donors:

During 2005 we estimate that 28% of the budget will be covered by other donors and revenue streams. For the years 2006 to 2008 we estimate that 35 to 40% of the budget will be covered by other donors and APC revenue streams. We request DGIS consider contributing to at least 60-65% of the total budget for 2005 to 2008.

(100-200 words)

8. Sustainability

This section deals with financial and institutional sustainability (ecological sustainability is covered in section 1). In other words, it deals with the capacity of the Southern partners to achieve the programme goals on their own once the TMF grant has run out.

Text field:

Counterpart contribution: APC members pay an annual fee. In projects with partners we also require a counterpart contribution, e.g. hosting of events, websites, covering local costs, etc. and sometimes in cash. As much of the work that we do consists of service provision, e.g. training material development, training, strategic advice, etc. we are in a position to recover costs on much of our work. We want to increase this in the next 4 years so that we are able to cover around 50% of our budget from services rendered.

Capacity building: Most of our activities aim to build the capacity of our own network and of broader civil society networks.

(100-200 words)

Explanatory notes:

In 2003 contributions from project implementation fees, partners, and membership dues, were distributed as follows:

APC income 24,32 %; Partner contributions 2.45%; Membership dues 1.59%.

This is already nearly a total of 30% of our total income. We feel confident that we can grow this to 50% in the next 4 years.

9. Leverage

In many cases, development cooperation initiatives have a wider impact than their stated goals and results. In this section, explain this leverage effect in more detail.

Text field:

Social processes in the South:

Leverage achieved by:

Increasing people from the South's access to information and communication tools,

Lobbying for 'rights-oriented' ICT policies

Supporting strategic use of ICTs by supporting civil society organisations.

Strengthening women's networks

Facilitating Southern organisations' involvement in ICT policy processes

Social processes in the Netherlands and/or the European Union:

Through advocacy in international forums such as the UN ICT Task Force, the WSIS, and the Global Knowledge Partnership, through disseminating information about ICTs and social justice.

Relation to other development initiatives:

Our initiatives which focus on ICT policy advocacy, strategic ICT use, and women's empowerment, can strengthen most other sectoral development work. Our members are actively involved in a diverse range of development initiatives, from community participation in local government decision-making to prevention of violence against women.

(100-200 words)

Explanatory notes:

Leverage is key to APC's strategy. We try to achieve it in the following ways:

Increasing people from the South's access to information and communication tools, thereby contributing to conditions which make it possible for their voices to be heard at national and international level, and for politically and culturally diverse content on the internet to increase. We do this through capacity building, developing tools and content, and through lobbying for policies that prioritise access for poor communities.

Lobbying for 'rights-oriented' ICT policies that emphasise the need for freedom of information, and inclusive policy making processes that focus on human rights and development issues. This can be seen in our recent commentaries on policy development in Zambia and Kenya. <http://www.apc.org/english/news/index.shtml?x=19199> and http://africa.rights.apc.org/newsletter.shtml?AA_SL_Session=3d9ea19b297181a0b80c1ff07c7910fe&x=19018

Supporting strategic use of ICTs by supporting civil society organisations. If CSOs are

more effective in their use of ICTs, in ways that enhances their overall effectiveness, they become stronger actors in social policy processes.

Strengthening women's networks through building their capacity to use ICTs and to engage gender and ICT policy issues. The degree to which women are empowered to participate in decision-making processes is a very effective measure of public participation in any society. http://www.apcwomen.org/eng_index.html

Facilitating Southern organisations' involvement in ICT policy processes which we believe will lead to more inclusive -and better- policy, and promote public participation and debate. We do this by:

- Supporting their participation in regional and international policy forum such as the WSIS (World Summit on the Information Society). APC made it possible for around 40 civil society activists to participate in the preparatory process.
- Training in ICT policies using the modular **ICT policy for civil society curriculum** supported by the Commonwealth Telecommunications Organisation <http://www.apc.org/english/capacity/policy/curriculum.shtml>
- 'How to' guides distributed in hardcopy and online, such as the APC **"FAQ about Conducting a National WSIS Process"** <http://www.apc.org/english/news/index.shtml?x=12828>
- A practical manual **"ICT policy: a Handbook for Beginners"**, <http://www.apc.org/english/news/index.shtml?x=16108>
- Training national policy advocacy animators and providing them with support to initiative their own policy campaigns at national level

Below is an extract from an article which outlines how APC leveraged the WSIS.

"A watershed in public participation

At the informal level the outcomes [of the WSIS] are more significant. I believe that the WSIS has been a watershed in the process of public participation in ICT policies. It has facilitated a shift from the world of obscure ICT policy jargon, engaged by a select group of NGOs, consultants, donor agencies, and governments, to a new context in which ICT policy has become firmly located in broader debates on development and society. Many more CSOs have entered the debate, lobbying for important and specific interests. For example, through WSIS new voices sounded in the ICT policy arena, such as those of people living with disabilities, the education and research sectors, the free software movement, children's rights advocates, campaigners for the global information commons and so on.

[...]

What has changed during WSIS?

Since WSIS, a much broader range of CSOs are tackling ICT policy issues. Experience, confidence and knowledge built during the relatively 'safe' spaces of the civil society plenary and caucuses in WSIS, are feeding directly into national advocacy campaigns. To tell just one story.... In November 2002, the internet activists Association for Progressive Communications (APC), the freedom of expression organisation Article 19, and the United Nations' Economic Commission for Africa, held an ICT policy workshop and WSIS orientation for African civil society in Addis Ababa. Kenyan participants, once back home, asked their national telecommunications regulator: 'What is Kenya doing about the WSIS?' At the time the answer was 'not very much', but at one of the WSIS preparatory meetings (prepcom) in Geneva, the Kenyan CSOs and government delegates got talking again, and the government delegates offered to table civil society proposals in the official forum. At the next prepcom, civil society was invited to join the Kenyan delegation.

The real gain is that these links continued beyond Geneva. Currently there is a national ICT policy process underway in Kenya and it is relatively inclusive, involving civil society and the private sector. In the Philippines, CSOs are measuring their government's national policy process against the principles agreed on by civil society in its declaration to the WSIS. In South Africa, SANGONeT, a progressive ICT service provider, is convening public consultations on ICT policy in small and medium-sized towns, far away from Johannesburg, where community organisers are able to confront government officials with questions such as 'Where are those phone lines we were promised in 1996'? In Senegal, ENDA Synfev, a women's networking initiative convened a WSIS report-back session attended by more than 75 women. Participants ranged from organisations for the disabled to IT entrepreneurs. In Brazil a civil society organisation, RITS (Third Sector Information Network) has launched an interactive online 'observatory' to facilitate public participation in 'info-inclusion' policy."

From 'Whose Information Society?' by Anriette Esterhuysen, APC Executive Director, first published in Alliance, Vol 9, No 1, March 2004.²³

²³ [http://www.apc.org/english/about/history/english.shtml?cmd\[384\]=i-575-17983](http://www.apc.org/english/about/history/english.shtml?cmd[384]=i-575-17983)

10. Monitoring, evaluation and quality management

Text field:

Quality criteria:

The grant would be used to support a wide range of activities, each with specific quality/success criteria. The broad criteria for judging programme and cross-cutting quality/success are derived from each programme's Key Results Areas (KRAs) as detailed in our log frame.

Monitoring method:

All activities will be monitored in accordance with APC's overall quality management processes. Each APC programme is required to develop and implement detailed monitoring plans for activities for which it is responsible. Specific indicators vary according to the nature of the particular activities concerned, but relate broadly to project progress (milestones and deliverables) and achievement and quality of results. Data is collected on an ongoing basis, aggregated and reported quarterly. In addition to this, individual projects have specific monitoring schedules.

Evaluation:

All activities will be evaluated in accordance with APC's overall quality management processes. Each APC programme is required to develop and implement detailed evaluation plans for activities for which it is responsible. A range of evaluation tools and methodologies are used in APC, according to the nature of the activities to be evaluated. These include stakeholder surveys, workshop evaluations, interviews and focus groups, and the Gender Evaluation Methodology. Evaluations of larger projects draw on external evaluation expertise.

(150-250 words)

Explanatory notes:

Please refer to the log frame and Part II 9.1.

Appendices

Detailed programme budget, with liquidity forecast for the first year.

Logical Framework Analysis

Other documents

Appendix 1: APC Articles of Association and By Laws

Appendix 2: APC Action Plan 2004-7

Appendix 3: APC financial statements 2002

Appendix 4: APC financial statements 2003

Appendix 5: Full list of regions and countries where APC works and strategic partners

Appendix 6: APC Annual Report 2002

Appendix 7: APC membership criteria

Appendix 8: APC Organigram and broad organisational chart; staffing levels and division of tasks

Appendix 9: APC Human Resource Manual

Appendix 10: APC Governance Procedures

Appendix 11: APC Financial Systems and Procedures

Appendix 12: APC Guide on Procedure for Programmes & Projects Coordinators