

# Appendix 1: APC Action Plan 2004-2007

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## 1. APC strategic priorities 2004-7

**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 2004-2007**

[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 2004-7 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 2004-2007

[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 to 2007

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 to 2007**

### **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 national and regional CSOs networks influencing ICT policy processes
3. Locally driven advocacy campaigns which influence ICT policy/regulatory environments
4. CIPP more relevant and essential to members
5. Increase CIPP activity in LAC, Asia, Europe and countries where we have members and have not been active (eg Egypt)
6. Consolidating the CIPP programme
7. 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.
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. APC Action Plan for 2004-7


#### Guide to the plan


The plan has four sections: (3.1) APC management systems; (3.2) Women's Networking Support Programme; (3.3) Communications and Information Policy Programme and (3.4) Strategic Use and Capacity Building Programme. It is followed by a description of how APC works with its members in project initiation and implementation.


#### Code to tables


Column 1:	Key result areas (KRAs)	Medium to long term objectives of the programme or for all of APC.
Column 2:	Activities	Planned actions and tasks that are either ongoing or will form part of projects.
Column 3:	Who with?	People, organizations, within and outside of APC that we will work with to implement and activity and achieve an objective. It includes partners, participants and beneficiaries.
Column 4:	Where?	Where the work will take place. Can be a geographic region, or a workspace.
Column 5:	Indicators	Measurable outcomes that can be used to help in assessing progress. They are provisional, and will be expanded as new projects are developed.
Column 6:	APC SPs: APC strategic priorities and crosscutting themes identified at the 2003 council meeting	This reflects how objectives and activities and indicators relate to strategic priorities by identified by members.

#### Colour key

Activities identified by members in Cartagena (2003 council meeting) 

Fully-funded current/ongoing activities 

Partially funded current/ongoing activities (need to raise funds) 

Unfunded activities (need to raise completely new funds) 

**Abbreviations in column 6 (on the far right of the table) refer to APC strategic priorities and crosscutting themes**

1. Promoting and facilitating strategic use of ICTs by civil society organisations.
  2. Strengthening APC and civil society organizations role and engagement in ICT policy processes.
  3. Growing and strengthening the network of CSOs promoting the use of ICTs for social justice and development.
- A.** Our commitment to sustainable development.
- B.** Our commitment to gender equality and women's empowerment.

### 3.1 APC Management Systems

Coordinated by the Executive Director, Anriette Esterhuysen

APC has 7 management systems: strategic management; membership development and participation; finance and administration; fundraising, human resources; project development; and media, communications and promotion.

APC wide Key Result Areas	Activities	Who with?	Where	Indicators	APC SPs
<b>KRA 1.</b> <i>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</i>	<ol style="list-style-type: none"> <li>1. Develop and promote APC as a network.</li> <li>2. Build further membership in regions and relevant thematic areas where APC has no or few members</li> <li>3. Create a new APC media strategy for 2004-7</li> <li>4. APC site redesign in 2005-6</li> <li>5. Production of Annual Reports for 2003, 2004, 2005 and 2006</li> <li>6. Continue to work with APC members to ensure that information about their ICT-related work is promoted internationally</li> <li>7. Continue to build our team of good quality, reasonably priced translators.</li> </ol>	APC Team Content contacts at members Council Eboard	Globally	<ul style="list-style-type: none"> <li>▪ New APC members in regions and fields where there were no members in 2003</li> <li>▪ New website in 2005-6</li> <li>▪ More members contributing to APCNews and other APC publications</li> <li>▪ Annual reports that receive positive feedback and that are widely read</li> <li>▪ More materials produced on APC and member work (repackaging)</li> <li>▪ Information about APC available in more languages</li> </ul>	<b>1,2,3,A,B</b>
<b>KRA 2.</b> <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>	<ol style="list-style-type: none"> <li>1. Development of high-quality, comprehensive promotional products in a variety of media to promote the work of APC members and programmes.</li> </ol>	APC Team	Globally	<ul style="list-style-type: none"> <li>▪ APC materials and products are available in new formats e.g. audio, video, interactive cd-rom</li> </ul>	<b>1,2,3,A,B</b>

<p><b>KRA 3.</b> <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>	<ol style="list-style-type: none"> <li>1. Improve our outreach through communications partnerships especially in the mainstream media and within our constituencies.</li> <li>2. Inclusion of APC members in strategic partnerships</li> </ol>	<p>APC Team Media partners – eg IPS Mainstream media – eg BBC Online</p>	<p>Globally</p>	<ul style="list-style-type: none"> <li>▪ New media partnerships</li> <li>▪ Collaboration in joint products eg joint newsletters</li> <li>▪ Media cover APC and member work</li> <li>▪ More APC members work with APC in regional and international strategic partnerships</li> </ul>	<p><b>1,2,3,A,B</b></p>
<p><b>KRA 4.</b> <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 want to contribute to, our mission and work.</i></p>	<ol style="list-style-type: none"> <li>1. Engage members in recruiting new members</li> <li>2. Identify new members during project implementation</li> <li>3. Actively seek members in where we have few members.</li> <li>4. Actively seek members in thematic areas linked to our strategic priorities</li> <li>5. Review current membership criteria and reaffirm or amend by end of 2004.</li> <li>6. Produce second APC membership recruitment strategy for 2002-4 for implementation in 2005-7, including target regions and numbers.</li> </ol>	<p>Members Partners APC team Membership Working Group Executive Board</p>	<p>Globally Middle East South Asia Central America Francophone Africa Central Asia</p>	<ul style="list-style-type: none"> <li>• New members</li> </ul>	<p><b>3</b></p>

<p><b>KRA 5.</b> <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.</i></p>	<ol style="list-style-type: none"> <li>1. Members participate in project development and implementation</li> <li>2. Improve content exchange between members by growth of APC Content Exchange (ACE) and RSS feeds</li> <li>3. Production of InsideAPC to continue to facilitate internal communications</li> <li>4. Fundraising workspaces</li> <li>5. Facilitating experience sharing among members</li> <li>6. Create learning opportunities for members</li> <li>7. Production of InsideAPC to continue to facilitate internal communications</li> <li>8. Ensure and develop the workspaces necessary to ensure member involvement in APC work.</li> <li>9. Complete redesign of APC intranet.</li> </ol>	<p>APC team APC members</p>	<p>Globally</p>	<ul style="list-style-type: none"> <li>▪ Members report increased visitors due to ACE and/or RSS</li> <li>▪ Positive feedback from members re InsideAPC</li> <li>▪ Members feel informed about APC's work because of InsideAPC</li> <li>▪ Members feel they benefit from being in the APC</li> <li>▪ More members are involved in APC workspaces.</li> <li>▪ Members can find the information they need regarding APC quickly and easily (test with a survey).</li> </ul>	<p><b>3</b></p>
<p><b>KRA 6.</b> <i>Strengthen the APC network by expanding participative project initiation and development among its members that reflects local needs and priorities.</i></p>	<ol style="list-style-type: none"> <li>1. Regional member discussions of the strategic plans</li> <li>2. Establishment of regional and thematic workspaces for members</li> <li>3. More collaborative projects for members (eg policy/WSIS portals)</li> </ol>	<p>APC team APC members</p>	<p>Globally</p>	<ul style="list-style-type: none"> <li>• Collaboration among members</li> <li>• Members participate in APC work</li> <li>• Members provide positive feedback regarding working/discussion regionally and in collaborative projects</li> </ul>	<p><b>3</b></p>
<p><b>KRA 7.</b> <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></p>	<ol style="list-style-type: none"> <li>1. Establishment and facilitation of cross-programme work spaces for communications, media and promotions related work.</li> <li>2. Management systems and procedures that ensures that the management team works effectively as a unit.</li> <li>3. Creation of formal guidelines that will ensure APC staff (especially new) are aware of the requirements for including members in programme work</li> </ol>	<p>APC team APC strategic management team</p>	<p>Globally</p>	<ul style="list-style-type: none"> <li>▪ APC staff understand priorities and are aware of activities of all programmes</li> <li>▪ APC staff understand and respond to the goals management systems</li> <li>▪ All APC staff include members in APC programme and project work when there is interest and relevance.</li> </ul>	<p><b>1,2,3,A,B</b></p>









<p><b>KRA 8.</b> <i>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.).</i></p>	<ol style="list-style-type: none"> <li>1. Improve the quality of writing within the APC</li> <li>2. Proposal and report writing training for project managers/members</li> <li>3. Establish an editorial team to review all APC publications</li> <li>4. Continue to strive to produce excellent work related to communications, media-outreach and promotion</li> </ol>	<p>APC team APC strategic management team</p>	<p>Globally</p>	<ul style="list-style-type: none"> <li>▪ Excellent reporting (especially at draft stage)</li> <li>▪ Quality control standards are established (when not in existence) and monitored on a regular basis eg style-sheets for all types of APC publications</li> <li>▪ Training for APC staff improves quality and frequency of written outputs</li> </ul>	<p><b>1, 3</b></p>
<p><b>KRA 9.</b> <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>	<ol style="list-style-type: none"> <li>1. Develop indicators for each programme and project</li> <li>2. Evaluation of all CIPP work</li> <li>3. Disseminating GEM</li> <li>4. Consistently build an evaluation stage into APC's communications, media and promotion's work</li> <li>5. APC publishes results of evaluations and monitoring of crucial projects eg the impact of recent ICT policy training</li> </ol>	<p>APC team APC strategic management team APC Eboard APC Council</p>	<p>Globally</p>	<ul style="list-style-type: none"> <li>▪ APC publishes results of evaluations and monitoring of crucial projects eg the impact of recent ICT policy training</li> </ul>	<p><b>1, 3</b></p>
<p><b>KRA 10.</b> <i>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. (Also see SU programme)</i></p>	<ol style="list-style-type: none"> <li>1. Participate in GKP and UN ICT Task Force</li> </ol>	<p>APC team APC Eboard Members</p>	<p>Globally</p>	<ul style="list-style-type: none"> <li>▪ Donors we work with to include ICT and social justice as a programme priority</li> <li>▪ Increase in funding opportunities for ICT initiatives based locally (where the work is done) rather than through 'northern NGOs'</li> </ul>	<p><b>1, 3</b></p>

<p><b>KRA 11.</b> <i>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.</i></p>	<ol style="list-style-type: none"> <li>1. Produce and use project budgeting templates</li> <li>2. Use of time-sheets to improve efficiency</li> </ol>	<p>APC team APC Eboard</p>	<p>Globally</p>	<ul style="list-style-type: none"> <li>• APC to generate between \$30,000 and \$50,000 in consulting income per year.</li> <li>• 80% of APC projects to be managed on a complete cost recovery basis (with management systems covering the balance)</li> </ul>	<p><b>3</b></p>
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### 3.2 Women's Networking Support Programme

Coordinated by the WNSP Manager, Karen Banks on a half time basis (until June 2004).

Key Result Areas	Activities	Who with?	Where	Indicators	APC SPs
<p><b>KRA1.</b> <i>A visible national, regional, and international policy advocacy movement with a strong gender and ICT agenda.</i></p> <p>Movement= ICT advocates, women's organizations, CSOs, social movements</p>	<p><b>1.1 GICT Policy Project</b> ■■■</p> <ul style="list-style-type: none"> <li>■ ICT Policy trainings (Rio, local) ■■■</li> <li>■ Materials development (primer) and ICT Policy curriculum review, ■■■</li> <li>■ The Gender and ICT Policy Portal ■■■</li> <li>■ Build common understanding of WNSP GICT advocacy positions</li> </ul> <p><b>1.2 Beijing + 10 Project</b> ■■■</p> <ul style="list-style-type: none"> <li>■ Awareness workshops on gender and ICT with women's movements ■■■</li> <li>■ Beijing + 10 regional assessment of Section J, following template, including ICT and Media</li> </ul> <p><b>1.3 WSIS follow-up</b> ■■■</p> <ul style="list-style-type: none"> <li>■ Thematic follow-up on gender</li> <li>■ Promote GICT agenda</li> </ul>	<p>First layer: WNSP Members</p> <p>Second layer: APC members,</p> <p>Third layer: women's organizations, activists, CSO's, human rights caucus, privacy and security caucus</p> <p>WSIS CS networks , WACC women's program</p>	<p>Globally Regionally Nationally (LAC, Africa, Asia-Pacific, Middle East, CEE, Europe)</p>	<ul style="list-style-type: none"> <li>■ Diversity of organizations and actors engaged in gender and ICT issues and policies</li> <li>■ more women involved in ICT policy processes</li> <li>■ ICT advocates promoting gender agenda</li> <li>■ Increased accessible and visible content on gender and ict policy (language and style)</li> <li>■ Beijing +10 process incorporating our agenda.</li> <li>■ WNSP gender and ICT agenda in all CIPP program work (WSIS portals, CRIS campaign,)</li> </ul>	<p>2, 3, B</p>
<p><b>KRA 2.</b> <i>ICT policy and gender policy of governments, donors and international agencies influenced with a gender and ICT agenda on an international, regional, and national level,.</i></p>	<p><b>2.1 GICT Policy Project</b> ■■■</p> <ul style="list-style-type: none"> <li>■ National ICT Policy – interconnection with CRIS, CATIA, WSIS <ul style="list-style-type: none"> <li>○ Research guidelines</li> <li>○ Templates for websites</li> </ul> </li> <li>■ Research on Trends in Development Solutions in ICT that affect gender</li> </ul> <p><b>2.2 Beijing + 10 Project</b> ■■■</p> <ul style="list-style-type: none"> <li>■ Policy dialogues with specific stakeholders – decision-makers, donors</li> </ul> <p><b>2.3 WSIS follow-up</b> ■■■</p> <ul style="list-style-type: none"> <li>■ Donor workshop</li> </ul>	<p>WNSP Members</p> <p>APC members</p> <p>Women's organizations, activists, CSO's, human rights caucus, privacy and security caucus, WSIS Civil Society networks , WACC women's program</p>	<p>Kenya, Philippines, Africa, CEE LAC</p>	<ul style="list-style-type: none"> <li>■ ICT advocates promoting gender</li> <li>■ Increased accessible and visible content on gender and ICT policy (language and style)</li> <li>■ Beijing +10 process incorporating our agenda.</li> <li>■ Iclusion of gender in ICT policies</li> <li>■ Donors and international agencies taking up gender and ICT policy issues.</li> <li>■ Where donors/ international agencies have gender and ICT policy ensure they have monitoring and implementation strategies in place. (real gender mainstreaming.)</li> </ul>	<p>2, 3, B</p>

Key Result Areas	Activities	Who with?	Where	Indicators	APC SPs
<b>KRA 3.</b> <i>WNSP members have increased technical skills, are networking with more women technicians, and are shaping ICT tools for women.</i>	<b>3.1 Development of appropriate and Innovative Tools and Applications</b>   <ul style="list-style-type: none"> <li>▪ Digitization MMTK module</li> <li>▪ She Blogs</li> <li>▪ Private and Secure on-line communication MMTK module</li> <li>▪ On-line campaigning tool for women's organizations with Action Apps</li> </ul>	Women techies WNSP networks SUCB – MMTK, FOSS technology planning	Globally Asia Africa	<ul style="list-style-type: none"> <li>▪ More technical capacity in WNSP women</li> <li>▪ Increased number of women techies</li> <li>▪ Active and large network of women trainers</li> <li>▪ WNSP members at APC trainings</li> <li>▪ More women shaping and developing tools for women.</li> </ul>	1.3.B
<b>KRA 4.</b> <i>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.</i>	<b>4.1 Free and Open Source Software Solutions for Women</b>   <ul style="list-style-type: none"> <li>▪ Awareness raising in WNSP and Women's organizations</li> <li>▪ Skills building of women technicians</li> <li>▪ FOSS camps in all regions (Women'sNet in June 2004)</li> <li>▪ Inventory of appropriate tools</li> </ul> <b>4.2 WENT</b>   <ul style="list-style-type: none"> <li>▪ Focus: Train the trainers; Action apps; Digitization</li> <li>▪ Regional and national: WENT Africa Francophone, WENT pacific, WENT LAC; WENT Indonesia</li> <li>▪ Materials Development</li> </ul>	Women's organizations, networks, media Trainers, thematic networks UNDAW national machineries APC members and techies, FLOSS techies Women IT professionals	Globally Regionally Southern Africa (Women's net, APC Africa Women)	<ul style="list-style-type: none"> <li>▪ More women aware of floss issues</li> <li>▪ More women using floss applications</li> <li>▪ More women using action apps.</li> <li>▪ Increased women's content on line.</li> </ul>	1.3.B
<b>KRA5.</b> <i>The effective application of GEM by ICT practitioners, donor agencies and international organizations.</i>	<b>5.1 GEM Tool (cross-cutting on SP 1, 3, B)</b>   <ul style="list-style-type: none"> <li>▪ Publication of revised tool – printed and CD format</li> <li>▪ Revision of Website - On-line tool – interaction, innovation</li> <li>▪ Specialization and Quick Assessment</li> </ul>	GEM Testers WNSP members and APC members Activist donors UNDP, Unifem New users of GEM at grassroots level	Globally and Regionally	<ul style="list-style-type: none"> <li>▪ Use of tool by diverse initiatives</li> <li>▪ Consolidated GEM practitioners network</li> <li>▪ Use by donors</li> <li>▪ increase in funding of GICT projects..</li> <li>▪ Easy access to tools, support, information, results</li> </ul>	1.3.B

Key Result Areas	Activities	Who with?	Where	Indicators	APC SPs 1, 3 B
	<p><b>5.2 GEM Practitioners Network</b> ■■</p> <ul style="list-style-type: none"> <li>■ GEM Trainers workshop in Rio ■■</li> <li>■ Practitioners section in website</li> <li>■ Spaces for interaction and support</li> </ul> <p><b>5.3 GEM Services/Consultancy</b> ■■</p> <ul style="list-style-type: none"> <li>■ On the ground project consultancies</li> <li>■ Development of services</li> </ul> <p><b>5.4 GEM Advocacy</b> ■■</p> <ul style="list-style-type: none"> <li>● GEM for Donors/ Int. agencies</li> <li>● Profile GEM's advocacy component</li> </ul> <p><b>5.5 GEM Workshops</b> ■■</p> <ul style="list-style-type: none"> <li>● Somos Telecentros</li> <li>● TAU</li> <li>● Francophone Africa</li> <li>● Zamirnet</li> <li>● Regional: how to use and analyze and use results?</li> </ul>				
<p><b>KRA 6</b> <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 a sustainability strategies.</i></p> <p>Sustainable= Resourced, capable, services, finances, effective management...</p>	<p><b>6.1 Developing and implementing a communications strategy</b> ■■</p> <ul style="list-style-type: none"> <li>● WNSP profiling, Gender and ICT Awards, Current, informative and relevant WNSP website and member intranet, activity and issue newsletter for WNSP and friends, APC intranet, APC News</li> </ul> <p><b>6.2 Participatory strategic planning</b></p> <ul style="list-style-type: none"> <li>● To consolidate the network, staff, structure, workspaces, definition of core work, decision making. ■■</li> </ul> <p><b>6.3 Business plan development and implementation</b> ■■</p> <ul style="list-style-type: none"> <li>● Orientation package and process for WNSP members</li> </ul> <p><b>6.4 Fundraising</b> ■■</p>	<p>WNSP members APC members Women activists in CEE and Middle East</p>	<p>Globally and regionally Priority regions= Latin America, Asia-Pacific, Africa, CEE, Middle East</p>	<ul style="list-style-type: none"> <li>● Increased participation from more WNSP members</li> <li>● more member interaction between members: interregionally, thematically...</li> <li>● increased membership in CEE and Middle East</li> <li>● Accessible, transparent, effective network</li> <li>● Accessible, transparent, effective information</li> <li>● Core work is resourced.</li> <li>● Responsiveness to members (members needs known and satisfied)</li> <li>● 10% of core work financed by consultancies and services in the first year and 30% in the second year</li> </ul>	<p>1,3, B</p>

Key Result Areas	Activities	Who with?	Where	Indicators	APC SPs
<b>KRA 7</b> <i>Effective interaction with APC members and Programmes</i>	<p><b>7.1 Raise the profile of WNSP work and make it clear how members can participate in or support WNSP work</b></p> <ul style="list-style-type: none"> <li>▪ Keep APC Intranet updated.</li> <li>▪ Regular newsletter on WNSP activities.</li> <li>▪ Provide orientation to tools for members to work on gender and ict issues in their organizations or with their constituencies: GEM, (GEM Rapid Appraisal Tool), ppt or primer on gender and ICTs (KRA1), URLs to gender sensitization tools</li> <li>▪ WNSP to encourage women at APC members to join WNSP, provide online or face to face orientation/interaction. (assign a wnspp member contact person?)</li> <li>▪ Support specific member activities</li> </ul> <p><b>7.2 Review APC policies</b> to include gender sensitivity training for APC members. (crosscutting SP B)</p>	WNSP, APC members and staff	Globally	<ul style="list-style-type: none"> <li>• More APC members as members of WNSP</li> <li>• Increased interaction with APC members – using materials, calling on us as resource people</li> <li>• Increased gender and ICT awareness in APC.</li> <li>• WNSP members invited to APC member activities.</li> </ul>	1,3, B

**Comment [Anriette 1]:** I changed this as the APC human resource policy does not apply to members, only to staff, although members are free to use it.

### **3.3 Programme: Strategic Uses and Capacity Building**

*This programme is managed by Ann Tohill.*

Key Result Areas	Activities	Who with?	Where	Indicators	APC SPs
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Key Result Areas	Activities	Who with?	Where	Indicators	APC SPs
<p><b>KRA1.</b> <i>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.</i></p>	<p><b>1.1 ActionApps development and support</b></p> <ul style="list-style-type: none"> <li>• general <span style="color: green;">■</span> <span style="color: yellow;">■</span></li> <li>• – improve content pooling and RSS support <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> <li>• develop campaign function <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> <li>• coordinate documentation <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> <li>• coordinate joint service delivery (L+P style) <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> <li>• Core development <span style="color: yellow;">■</span> <span style="color: magenta;">■</span></li> <li>• Developers’ meeting <span style="color: yellow;">■</span> <span style="color: magenta;">■</span></li> <li>• Promotion <span style="color: yellow;">■</span> <span style="color: magenta;">■</span></li> </ul> <p><b>1.2 Prizes</b> <span style="color: green;">■</span></p> <p><b>1.3 ITO and MMTK development</b></p> <ul style="list-style-type: none"> <li>- ITO portal coordination <span style="color: blue;">■</span></li> <li>- ITO expansion <span style="color: green;">■</span></li> <li>- MMTK materials <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> </ul> <p><b>1.4 Wireless/low cost computing initiatives</b> <span style="color: yellow;">■</span> <span style="color: green;">■</span></p> <p><b>1.5 Research and analysis</b></p> <ul style="list-style-type: none"> <li>- develop a holistic overview of capacity building for the ICT4D sector; use this to develop planning decision support tools <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> <li>- Research “state of the art” tools <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> </ul> <p><b>1.6 Online event facilitation (topics across all areas of activity)</b> <span style="color: magenta;">■</span></p> <p><b>1.7 FLOSS</b></p> <ul style="list-style-type: none"> <li>- APC position paper <span style="color: yellow;">■</span> <span style="color: magenta;">■</span></li> <li>- FLOSS decision making (translate, localize) <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> <li>- Evaluation of tools (ITO) <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> <li>- FLOSS E-riders <span style="color: yellow;">■</span> <span style="color: magenta;">■</span></li> <li>- Costs/benefits of offering specific tools <span style="color: yellow;">■</span> <span style="color: magenta;">■</span></li> <li>- Provide single entry point for APC FLOSS resources <span style="color: green;">■</span></li> <li>Online FLOSS learning event <span style="color: magenta;">■</span></li> <li>- FLOSS survey and stories <span style="color: magenta;">■</span></li> <li>- Analysis of member FLOSS activities <span style="color: magenta;">■</span></li> <li>- Second-phase FLOSS project <span style="color: magenta;">■</span></li> </ul> <p><b>1.8 Secure online communications</b></p> <ul style="list-style-type: none"> <li>- Raise awareness and train <span style="color: yellow;">■</span> <span style="color: magenta;">■</span></li> </ul>	<p>ITO/MMTK partners All APC programmes (incl. for funding for AA development) APC members</p>	<p>Where APC members and partners are active</p>	<ul style="list-style-type: none"> <li>• Significant body of new curriculum/MMTK materials on SU-related topics</li> <li>• Prizes</li> <li>• Tools</li> <li>• Usage stats and user feedback</li> </ul>	<p>1, 2, 3 A, B</p>
<p><i>APC Action Plan 2004-2007</i></p>					<p>page 17</p>

Key Result Areas	Activities	Who with?	Where	Indicators	APC SPs
<b>KRA2.</b> All APC programmes and projects have excellent capacity building activities informed by the learning and resources of the SUCB programme.	<b>2.1 CATIA ICT policy training materials revamp</b> ■ <b>2.2 Internal promotions and outreach re products and services</b> ■ ■	CIPP programme team and CATIA partners All programmes	Africa Where other programmes are active	<ul style="list-style-type: none"> <li>All new APC training materials to use the MMTK format and are added to ItrainOnline.</li> <li>Other programme teams interact with SUCB team when doing training and materials development.</li> </ul>	1, 2, 3 B
<b>KRA3.</b> APC members participate actively in programme activities.	<b>3.1 Outreach to members</b> ■ ■ <b>3.2 Support for ACE</b> - Coordination ■ - Technical development) ■	APC members	Where APC members are active.	<ul style="list-style-type: none"> <li>APC members contribute to MMTK</li> <li>APC members contracted for work</li> <li>APC members participate in online and f2f events</li> <li>APC members make use of ItrainOnline</li> <li>Workspaces are improved and used (e.g. ACE and cross-server content pooling).</li> </ul>	1, 2, 3 A, B
<b>KRA4.</b> APC members and partners are agents of enabling and promoting strategic use in their communities.	<b>4.1 MMTK promotion</b> ■ <b>4.2 Member capacity building</b> - Through existing ITO/MMTK work ■ ■ - Through F2F & online training ■ ■ <b>4.3 MMTK technology planning materials promotion</b> - Add "low cost" section to ITO ■ - Develop "low cost" sample workshop ■	APC members and partners	Where APC members and partners are located	<ul style="list-style-type: none"> <li>APC members and partners use MMTK technology planning and other materials</li> </ul>	1, 2, 3 A, B

Key Result Areas	Activities	Who with?	Where	Indicators	APC SPs
<b>KRA5.</b> <i>Capacity building for SU/ICTK4D is prioritised and effectively addressed by funding agencies, CSOs and practitioners.</i>	<p><b>5.1 Influencing of funders</b> and partners using outputs from research</p> <ul style="list-style-type: none"> <li>- Promotion <span style="color: green;">■</span></li> <li>- Conference <span style="color: green;">■</span></li> </ul> <p><b>5.2 Influencing of practitioner community through capacity building</b> – e.g. promotion, conferences, Communities of Practice, Training of Trainers with “social” aspect) <span style="color: green;">■</span></p>	Funders, partners and practitioner community Collaboration with CIPP and other programmes	Where donors, partners and practitioners are located	<ul style="list-style-type: none"> <li>• Donors agents we work have integrated SU capacity building in funding</li> <li>• APC and APC members get more money</li> </ul>	1, 2, 3 B
<b>KRA6.</b> <i>Vibrant partnerships reflect cultural, geographic, linguistic and thematic diversity.</i>	<p><b>6.1 Expanding I trainOnline/MMTK partnerships</b> (including APC member involvement) <span style="color: green;">■</span></p> <p><b>6.2 Localization/translation</b></p> <ul style="list-style-type: none"> <li>- MMTK II <span style="color: yellow;">■</span> <span style="color: green;">■</span></li> <li>- CATIA <span style="color: blue;">■</span></li> </ul>	ICT4D capacity building community, APC members	Where APC members and programmes are active	<ul style="list-style-type: none"> <li>• ITO/MMTK partners more diverse and representative</li> </ul>	1, 2, 3

### 3.4 Communications and Information Policy Programme

*This programme is managed in an acting capacity by Sonia Jorge. The position is in the process of being filled.*

Key Results Area	Activity	Who with	Where	Indicators	APC SPs
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Key Results Area	Activity	Who with	Where	Indicators	APC SPs
<p><b>KRA 1: Greater awareness by CSOs of ICT policy issues</b></p> <p><u>Assumptions:</u> By creating awareness, we are promoting a certain value framework (gender equality and women's empowerment; right to communicate, social justice and sustainable development)</p> <p><u>Note:</u> indicators will be expanded after programme teams discuss indicators (informed by the GEM experience), specifically qualitative indicators. All quantitative indicators should be gender disaggregated</p>	<p><b>1.1 Develop the APC ICT Policy agenda</b></p> <ul style="list-style-type: none"> <li>Revise, regionalize the Internet Rights Charter, illustrate with regional examples, discuss the use of "internet rights"</li> <li>Developing Position papers on priority issues (as identified by APC Council: FLOSS, Access, IPR, human rights and communications rights, protecting the public domain, SOC, among others)</li> </ul> <p><b>1.2 Content development</b></p> <ul style="list-style-type: none"> <li>Monthly newsletter (bilingual); Revision of existing TOR/guidelines for articles, stories</li> <li>Ensure quality (improve writing, etc); Develop editorial policy for monitors; Website development (bilingual) [add to websites the ability for users to comment on website, content, etc]</li> <li>ICT stories; Concepts; Glossary; Check lists (start a discussing on CIPP team list to decide what checklists should we produce/develop); Articles from other programmes and members; Position papers, articles, book chapters</li> </ul> <p><b>1.3 Content Dissemination and promotion</b></p> <ul style="list-style-type: none"> <li>Websites; newsletters; events participation; publish in other venues; Engaging the media: to develop ICT focused information; Targeting off line communities with printed information, convene meetings, run workshops;</li> </ul> <p><b>1.4 Facilitate ICT Policy Discussions</b> (Series of -thematic/regional/national based discussions around priority issues)</p> <ul style="list-style-type: none"> <li>Develop surveys that identify most important ICT issues</li> <li>A discussion forum to address Sustainable development in the context of ICT policy</li> <li>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</li> <li>LAC issues: access and infrastructure;</li> </ul>	<p>1.1 APC members, APC programmes, APC partners (eg wsis partners), CATIA/CRIS project partners</p> <p>1.2 Same as above and CSOs in general (NGOs, community based organizations, community media, academia and researchers, women's organizations, human rights and media activists, indigenous people organizations)</p> <p>1.3 APC members/partners/our networks/media/broad development community/donors</p> <p>1.4 APC et al and other stake-holders (media/PS/government)</p> <p>1.5 above: CSOs working strategically with ICTs</p>	<p>Where members, partners and programmes are active</p> <p>Events, workshops, online</p> <p>Online/face to face events</p> <p>Face to face events (in all of the above)</p>	<p>Monitor's sites statistics and feedback (visits, pages, hits, downloads of documents, comments received)</p> <p>CIPP Mailing/discussion lists: # subscribers, # of lists, issues discussed and volume of exchange</p> <p>Number/type and source of requests for information (about CIPP, the monitors, publications etc)</p> <p>Invitations to events and types of events</p> <p>Information dissemination: content developed (stories, research reports), new resources populated on the site, newsletters,</p> <p>Evidence of a dynamic/interactive website and discussion fora</p> <p>Content developed by 1.2 activities (articles, research papers, mailing/discussion lists)</p> <p>Content developed by 1.2 activities and that reflects our value framework (should reflect editorial policy/teams work)</p>	<p>1, 2, A, B</p>
<p>APC Action Plan 2004-2007</p>					<p>page 21</p>

Key Results Area	Activity	Who with	Where	Indicators	APC SPs
<p><b>KRA 2: Confident national and regional CSOs networks influencing ICT policy processes</b></p> <p>Footnotes: 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</p>	<p><b>2.1 Development of tools and resources</b> ■ ■</p> <ul style="list-style-type: none"> <li>Development of the ICT Policy curriculum</li> <li>Development of an Advocacy Tool Kit based on a locally identified communications rights issue (CRIS countries)</li> <li>SU&amp;CB Online campaigning toolsets</li> <li>Checklists (gender, universal access, human rights, indices of democracy)</li> <li>WNSP Gender ICT tools/resources (framework)</li> <li>IR revised charter</li> </ul> <p><b>2.2 Identify leaders (animators, advocates/activists) at national level</b> ■</p> <p><b>2.3 Capacity Building Activities</b> ■ ■</p> <ul style="list-style-type: none"> <li>Training workshops, debates, forums, seminars, campaigns, etc strategic events, such WSF</li> </ul> <p><b>2.4 Mentoring of Animators, advocates, activists</b> ■</p> <p><b>2.5 Mobilising Participation</b> ■ ■</p> <ul style="list-style-type: none"> <li>Facilitating and coordinating effective CS participation in ICT Policy processes (eg .. like WSIS)</li> <li>Creating spaces/venues for discussion debate/issue framing</li> </ul> <p><b>2.6 Support and participate in the development of national strategies to influence ICT Policy processes</b> ■</p> <ul style="list-style-type: none"> <li>Issue framing process (1 or two issues determined at national level)</li> <li>Supporting CSOs in policy formulation processes, by assisting in developing positions around ICT policy – should this be here?</li> <li>Building Multi-stakeholder processes</li> </ul>	<p>2.1 APC members, programmes, partners</p> <p>2.2 APC members, CATIA and CRIS partners</p> <p>2.3 All the above, national animators, plus others networks such as: health, freedom of expression, journalists, women's networks, alternative independent media, indigenous movements.</p> <p>2.4 All the above and government</p>	Same as KRA 1	<ul style="list-style-type: none"> <li>Development of accessible, quality tools and resources</li> <li>All stakeholders using APC materials (e.g., material downloads, events using tools and resources)</li> <li>Evaluation of workshops by participants</li> <li>Requests to run workshops in other regions, sectors</li> <li>Promotion by other organizations of APC tools, resources and workshops</li> <li>Animators in every CATIA country</li> <li>Animators in LAC: Ecuador, Brazil, Colombia</li> <li>Evidence of diverse network activity</li> <li>Civil society involvement in advocacy campaigns</li> <li>Civil society organizations involved in ICT policy processes at all levels</li> </ul>	<b>1, 2, 3, B</b>

Key Results Area	Activity	Who with	Where	Indicators	APC SPs
<b>KRA 3:</b> <i>Locally driven advocacy campaigns which influence ICT policy/regulatory environments</i>	<p><b>3.1 Research and analysis on ICT policies/regulatory environments to inform the campaign process:</b> identify gaps, conduct comparative analysis, provide recommendations; identify good practices and disseminate through project outputs ■</p> <p><b>3.2 The CATIA project</b> campaigns, activities, countries (Africa)</p> <ul style="list-style-type: none"> <li>consultative input and facilitation of local advocacy events</li> <li>customization of training materials for specific national events and around locally identified issues ■</li> </ul> <p><b>3.3 The CRIS project</b> campaigns: activities, countries (Kenya, Brazil, Colombia, Bolivia, Philippines, European level)</p> <ul style="list-style-type: none"> <li>workshop to validate priority issues in Kenya</li> <li>collaborate with the CRIS LAC component ■</li> </ul> <p><b>3.4 Policy Monitor's activities</b> report on national activities (in CATIA and CRIS project countries) ■</p>	<p>3.1 APC, CATIA, and CRIS partners, researchers, academia, international development organizations (UN agencies)</p> <p>3.2 CATIA partners and APC members</p> <p>3.3 CRIS partners and APC members</p> <p>3.4 CATIA and CRIS partners, particularly the media</p>	<p>National level in: CATIA countries CRIS countries WNSP focus countries Countries with members</p>	<ul style="list-style-type: none"> <li>Events, campaigns</li> <li>Local actors actively participating in advocacy campaign</li> <li>Evidence of national action plans</li> <li>Successful campaigns that influence policy in at least 1 country per region where APC is involved</li> <li>Media reporting of ICT issues based on APC's value framework</li> <li>Progress in ICT policy development at national level</li> </ul>	<b>2, 3, B</b>

Key Results Area	Activity	Who with	Where	Indicators	APC SPs
<b>KRA 4:</b> <i>CIPP more relevant and essential to members</i> ■	<p><b>4.1 Survey members: what has been useful, what is needed, etc</b></p> <p><b>4.2 Support the development of National WSIS websites</b></p> <p><b>4.3 Support national ICT policy consultation with members</b></p> <p><b>4.2 Profiling members in newsletters; member activities</b></p> <p><b>4.3 Ensure that representative of members and other programmes participate in CIPP workshops and other activities</b></p> <p><b>4.4 Members to invite APC programme staff to their events</b></p> <p><b>4.5 Members to act as “ambassadors” to APC</b></p>	APC Members	Where members are active	<ul style="list-style-type: none"> <li>• More members involved in project activities</li> <li>• Workshops, articles, publications of relevance to members</li> <li>• Presence of active WSIS websites at the national level (at least in 5 countries)</li> <li>• Evidence of national consultations process</li> <li>• Increased participation of APC members in ICT policy processes</li> </ul>	<b>3, A, B</b>
<b>KRA 5:</b> <i>Increase CIPP activity in LAC, Asia, Europe and countries where we have members and have not been active (e.g. Egypt)</i> ■	<p><b>5.1 Fundraising</b> Develop proposals for projects in the regions:</p> <ul style="list-style-type: none"> <li>▪ LAC: Monitor, WENT LAC, PARM research project</li> <li>▪ Develop new Asia proposal</li> <li>▪ Develop new Europe proposal</li> </ul> <p><b>5.2 Encourage members and partners to participate in programme activities</b></p> <p><b>5.3 Coordinate with other programmes’ active in these countries (APC and partners)</b></p>	<p>Team and APC staff</p> <p>Members</p> <p>Programme teams</p> <p>Partners</p>	Where members and partners are active	<ul style="list-style-type: none"> <li>▪ One funded CIPP project in Asia and Europe</li> <li>▪ Additional funding for LAC</li> <li>▪ WENT LAC with WNSP</li> <li>▪ One ICT policy training workshop at national level in LAC (funding from IICD?) and Europe</li> <li>▪ More members involved in CIPP activities</li> <li>▪ Joint project activity with programmes and partners</li> </ul>	<b>2, 3, B</b>

Key Results Area	Activity	Who with	Where	Indicators	APC SPs
<p><b>KRA 6:</b> <i>Consolidating the CIPP programme</i> ■</p>	<p><b>6.1 Framing CIPP work as programmes at regional levels</b></p> <p><b>6.2 Streamline workspaces with common identity</b></p> <p><b>6.3 Evaluation of the CIPP programme</b> ■</p> <p><b>6.4 Web strategy</b></p>	<p>Team Staff Members</p>	<p>APC</p>	<p>Completed evaluation of CIPP Established regional programmes New web strategy</p>	
<p><b>KRA 7:</b> <i>APC to be a lead actor in global ICT policy processes that reflect regional and national priorities and contexts.</i></p>	<p>   <b>WSIS follow up strategy (global and regional)</b> ■</p> <p>   <b>CRIS Campaign</b> ■</p> <p>   <b>Linking global processes to local processes and vice versa</b> ■</p>	<p>Team Staff Members Partners</p>	<p>Where APC is active</p>		

## 4. Staffing

Here is a general overview of the **current** staffing situation. Some projects eg GEM are about to end.

### Management Systems Staff

- Executive Director – Anriette Esterhuysen (100% ie full time)
- Finance Manager – Maya Sooka (75% ie ¾ time)
- Programmes and Projects Manager – Sonia Jorge (100%)
- Communications Manager – Karen Higgs (75%)
- Logistics Coordinator – Vanessa Purper (100%)

### Programme Managers

- Women's Networking Support Programme – Karen Banks (25%)
- Communications and Information Policy Programme – Sonia Jorge (interim)
- Strategic Uses and Capacity Building – Ann Tothill (100%)

### Project Team (most of these people are on short term contracts and work part time)

- Gender Evaluation Methodology Project Coordinator – Chat Garcia Ramilo
- APC-Africa-Women Project Coordinator – Jennifer Radloff
- APC WNSP Asia Pacific Regional Coordinator – Angela Kuga Thas
- APC WNSP/GKP Gender and ICT Awards Coordinator – Anna Hidalgo
- APC WNSP Knowledge Site Coordinators – Erika Smith and Josefina Leal
- Networking and Advocacy Coordinator – Karen Banks
- Latin America ICT Policy Monitor Project – Valeria Betancourt, Project Coordinator and Diana Andrade, Information Worker
- Africa ICT Policy Monitor Project – Alice Munyua, CATIA/CRIS Projects Coordinator and Njenga Njuguna, Website Coordinator
- Training Materials Developer – Karel Novotny
- Strategic Uses Programme Projects Worker – Anna Feldman
- Technical Information Coordinator – Fatima Bhyat
- Systems Administrator – Pep Turro

## 5. How does APC work with members in project development and implementation?

APC council defines APC's strategic priorities every 2-3 years. Council members also recommend specific activities that they believe should be priorities for APC. This process last happened in Cartagena, Colombia in November 2003. Prior to that strategic priorities (then called action areas) were set Hungary in 2000 and reaffirmed in Uruguay in late 2001.

APC staff are then responsible for writing project proposals based on these recommendations. APC is fundamentally committed to working with, and through, its members. This means that when projects are designed and implemented the participation of members is crucial.

We often do this in close consultation with members in standing working groups (e.g. APC WSIS) or working groups set up in order to plan a project. For example, the Strategic Uses programme manager facilitated a very dynamic discussion on ICT toolsets in late 2003 which led to a proposal that was submitted to a funder.

In this way work with members will be included in the original project plan and proposal. This is APC's preferred method of allocating work and ensuring that members who are interested in participating are involved right from the start of project initiation.

APC uses the 'Project Tendering Procedure' when there is an opportunity to tender aspects of project implementation to members:

<http://intranet.apc.org/projects/tender.htm>.

Some projects are initiated through collaboration between members and APC might play a very minor facilitating role, or a role in helping to secure funding.