

Appendix 2:





Logical Framework Analysis based on APC's Action Plan 2005 to 2008

Abbreviations in column 1 (on the far left of the table) refer to APC strategic priorities and crosscutting themes, as well as the thematic policy intentions for the Theme-based Cofinancing Programme

1. Promoting and facilitating **strategic use of ICTs** by civil society organisations.
 2. **Strengthening** APC and civil society organisations' **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**
- TMF1.** Sustainable economic development
TMF2. Human Development
TMF3. Socio-cultural development
TMF4. Political development
TMF5. Peace and security
TMF6. Environment and water
TMF7. Gender equality

Note: APC has chose to state our goals and objectives as Key Result Areas (KRAs). KRAs are broad medium-term deliverables which outline how strategic priorities will be addressed.

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) 

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
PROGRAMME	<u>Women's Networking Support Programme (APC WNSP)</u>				
<u>APC: 2, 3 & B</u> <u>TMF: 3, 4 & 7</u>	<p>KRA1. <i>A visible national, regional, and international policy advocacy movement with a strong gender and ICT (GICT) agenda.</i></p> <p>Movement = ICT advocates, women's organisations, CSOs, social movements.</p> <p>Geographical Region: <i>Globally</i> <i>Regionally (LAC, Africa, Asia-Pacific, Middle East, CEE, Europe)</i> <i>Nationally</i></p>	<p>1.1 Gender & ICT (GICT) Policy Project</p> <ul style="list-style-type: none"> ▪ ICT policy trainings (Rio, local) ▪ Materials development (primer) and ICT policy curriculum review ▪ The GICT Policy Portal ▪ Build common understanding of WNSP GICT advocacy positions 	<ul style="list-style-type: none"> ▪ Diversity of organisations and actors engaged in GICT issues and policies. ▪ More women involved in ICT policy processes ▪ ICT advocates promoting gender agenda. ▪ Increased accessible and visible content on GICT policy (language and style). 	<ul style="list-style-type: none"> ▪ List of participants at trainings, workshops. ▪ Subscription records to e-mail discussion lists on GICT issues that APC members facilitate or are on. ▪ GICT issues raised on other types of issue-based e-mail discussion lists. ▪ GICT issues raised or voiced out by non-GICT advocates. ▪ Programme agenda for workshops, conferences etc. related to ICTs include a GICT theme. ▪ Programme agenda for 	<ul style="list-style-type: none"> ▪ Technology-oriented advocates are open to trying to understand GICT issues. ▪ APC WNSP members have access to global, regional and national ICT-related fora.

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

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			work (WSIS portals, CRIS campaign).	<ul style="list-style-type: none"> ▪ NGOs/CSOs). ▪ WNSP advocacy work reflected in ICT for development publications, newsletters. 	(particularly government, media, and international development agencies and donors) involved in WSIS are keen to consult and work with APC WNSP members.
<p><u>APC: 2, 3 & B</u> <u>TMF: 4 & 7</u></p>	<p><i>KRA 2. ICT policy and gender policy of governments, donors and international agencies influenced with a GICT agenda on an international, regional, and national level.</i></p> <p>Geographical Region: Kenya, Philippines, Africa, Central & Eastern Europe (CEE) Latin America and the Caribbean (LAC)</p>	<p>2.1 GICT Policy Project</p> <ul style="list-style-type: none"> ▪ National ICT Policy – interconnection with CRIS, CATIA, WSIS <ul style="list-style-type: none"> ○ Research guidelines ○ Templates for websites ▪ Research on trends in development solutions in ICT that affect gender 	<ul style="list-style-type: none"> ▪ ICT advocates promoting gender ▪ Increased accessible and visible content on GICT policy (language and style) ▪ Inclusion of gender in ICT policies 	<ul style="list-style-type: none"> ▪ Online content at key GICT and/or ICT for development websites ▪ Research findings cited in advocacy position papers, ICT for development (ICT4D) documents, development policy documents of donors, international agencies, governments, etc. ▪ Number of requests and diversity of type of individuals/organisations who request for research and tools developed. 	<ul style="list-style-type: none"> ▪ The different stakeholders (particularly government, media, and international development agencies and donors) involved in WSIS and ICT4D are keen to consult and work with APC WNSP members.
		<p>2.2 Beijing + 10 Project</p> <ul style="list-style-type: none"> ▪ Policy dialogues with specific stakeholders – decision-makers, donors 	<ul style="list-style-type: none"> ▪ Beijing +10 process incorporating our agenda. ▪ Donors and international agencies taking up GICT policy 	<ul style="list-style-type: none"> ▪ List of participants to dialogue. ▪ Key action items on GICT identified by decision-makers, donors in dialogue 	<ul style="list-style-type: none"> ▪ Key actors in ICT4D and WSIS are open to having a dialogue with CSOs on the GICT agenda and implications of current development trends/thrusts, and committed to implementing or

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			<ul style="list-style-type: none"> ▪ issues. ▪ Where donors/ international agencies have GICT policy ensure they have monitoring and implementation strategies in place (<i>real gender mainstreaming.</i>) 	outcome.	supporting recommendations for action.
		<p>2.3 WSIS follow-up ■ ■</p> <ul style="list-style-type: none"> ▪ Donor workshop 	<ul style="list-style-type: none"> ▪ Donors and international agencies taking up GICT policy issues. ▪ Where donors/ international agencies have a GICT policy, they ensure that they have monitoring and implementation strategies in place. (<i>real gender mainstreaming.</i>) 	<ul style="list-style-type: none"> ▪ List of workshop participants. ▪ Key action items on GICT identified by decision-makers, donors, international agencies in workshop outcome. 	<ul style="list-style-type: none"> ▪ Key actors in ICT4D and WSIS are open to having a dialogue with CSOs on the GICT agenda and implications of current development trends/thrusts, and committed to implementing or supporting recommendations for action. ▪ Donors are keen to work together with CSOs, to not only try and meet the needs of CSOs but to also express their own programmatic challenges and needs.
<p><u>APC: 1, 3 & B</u> <u>TMF: 3 & 7</u></p>	<p>KRA 3, <i>WNSP members have increased technical skills, are networking with more women technicians, and are</i></p>	<p>3.1 Development of appropriate and innovative tools and applications ■ ■</p> <ul style="list-style-type: none"> ▪ Digitisation of MMTK module ▪ “She Blogs” software ▪ Private and secure on-line 	<ul style="list-style-type: none"> ▪ More technical capacity in WNSP women ▪ Increased number of women ‘techies’ ▪ Active and large 	<ul style="list-style-type: none"> ▪ Feedback/evaluation from WNSP members who gain new skills and/or knowledge. ▪ Feedback/evaluation from WNSP members 	<ul style="list-style-type: none"> ▪ Successful fund-raising efforts to facilitate as wide as possible participation among WNSP members.

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	<p><i>shaping ICT tools for women.</i></p> <p>Geographical Region: <i>Globally</i> <i>Asia</i> <i>Africa</i></p>	<p>communication MMTK module</p> <ul style="list-style-type: none"> ▪ On-line campaigning tool for women's organisations with Action Apps 	<p>network of women trainers</p> <ul style="list-style-type: none"> ▪ WNSP members at APC trainings ▪ More women shaping and developing tools for women. 	<p>who gain new skills and/or knowledge.</p> <ul style="list-style-type: none"> ▪ Tools and applications developed ▪ Subscription to online working spaces related to tools and application development. ▪ Composition/profile of work teams tasked to develop tools and applications. 	

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<p><u>APC: 1, 3 & B</u> <u>TMF: 1, 3, 6 & 7</u></p>	<p>KRA 4. <i>Women and their organisations 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></p> <p>Geographical Region: <i>Globally</i> <i>Regionally (Southern Africa: Women'sNet, APC Africa Women)</i></p>	<p>4.1 Free and Open Source Software (FOSS) Solutions for Women ■ ■</p> <ul style="list-style-type: none"> ▪ Awareness raising in WNSP and Women's organisations ▪ Skills building of women technicians ▪ FOSS camps in all regions (Women'sNet in June 2004) ▪ Inventory of appropriate tools 	<ul style="list-style-type: none"> ▪ More women aware of FOSS issues ▪ More women using FOSS applications ▪ More women using action apps. ▪ Increased women's content on line. 	<ul style="list-style-type: none"> ▪ News shared by women regarding online content published by them using FOSS tools and applications. ▪ Demand for action apps. training. ▪ Inventory listing of FOSS-type tools and applications. ▪ News shared by women's organisations and organisations which are women-centred, on the conversion of operating systems to FOSS. 	<ul style="list-style-type: none"> • The acceptance and promotion of FOSS applications and tools is not just limited to the south. The CSOs and governments in the north are also actively exploring their further development, use and application.
<p><u>APC: 1, 3 & B</u> <u>TMF: 3 & 7</u></p>		<p>4.2 WENT (Women's Electronic Network Training) ■ ■</p> <ul style="list-style-type: none"> ▪ Focus: Train the trainers; APC ActionApps; Digitisation ▪ Regional and national: WENT Francophone Africa, WENT Pacific, WENT LAC; WENT Indonesia ▪ Materials development 	<ul style="list-style-type: none"> ▪ More women trained in FOSS-based tools and applications. ▪ More women trained using gender-perspective delivery approaches and content design. 	<ul style="list-style-type: none"> ▪ List of participants ▪ Communication expressing demand from region for trainings ▪ Communication expressing demand from sub-regions for trainings 	<ul style="list-style-type: none"> ▪ Funding successfully secured for trainings, workshops. ▪ National partners are identifiable, keen to work with WNSP and are able to mobilise local partnerships and local/national or sub-regional resources.

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				<ul style="list-style-type: none"> ▪ Communication expressing demand from countries for trainings ▪ Training materials developed. 	
<p><u>APC: 1, 3 & B</u> <u>TMF: 3 & 7</u></p>	<p><i>KRA5. The effective application of the Gender Evaluation Methodology for ICT Initiatives (GEM) by ICT practitioners, donor agencies and international organisations.</i></p> <p>Geographical Region: <i>Globally Regionally</i></p>	<p>5.1 GEM Tool</p> <ul style="list-style-type: none"> ▪ Publication of revised tool – printed and CD format ▪ Revision of website - On-line tool – interaction, innovation ▪ Specialisation and quick assessment 	<ul style="list-style-type: none"> ▪ Easy access to tools, support, information, results 	<ul style="list-style-type: none"> ▪ Publication (print/CD). ▪ Website ▪ Communication expressing demand in the use of GEM ▪ New communication sharing experiences + lessons learned. ▪ Communication requesting support/advice in the use of GEM tool. 	<ul style="list-style-type: none"> ▪ Donors, international agencies and governments are keen to use existing and tested tools to evaluate the extent of gender mainstreaming in a programme/project, rather than develop their own.
		<p>5.2 GEM Practitioners Network</p> <ul style="list-style-type: none"> ▪ GEM Trainers workshop in Rio ▪ Practitioners section in website ▪ Spaces for interaction and support 	<ul style="list-style-type: none"> ▪ Consolidated GEM practitioners network 	<ul style="list-style-type: none"> • List of participants • List of identified resource persons/advisors in GEM. 	<ul style="list-style-type: none"> • GEM testers and members trained in GEM keen to become full-time practitioners in GEM
		<p>5.3 GEM Services/Consultancy</p> <ul style="list-style-type: none"> ▪ On the ground project consultancies • Development of services 	<ul style="list-style-type: none"> • Consultancies offered in evaluating extent of gender mainstreaming in projects/programmes. 	<ul style="list-style-type: none"> • Communication expressing offer of consultancies. 	<ul style="list-style-type: none"> • Donors, international agencies and governments are keen to use existing and tested tools to evaluate the extent of gender mainstreaming in a programme/







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					<p>project, rather than develop their own.</p> <ul style="list-style-type: none"> • Transparency of members on consultancies offered in relation to GEM.
		5.4 GEM Advocacy <ul style="list-style-type: none"> • GEM for donors/ international agencies • Profile GEM's advocacy component 	<ul style="list-style-type: none"> • Use by donors • Increase in funding of GICT projects. 	<ul style="list-style-type: none"> • Members' feedback/news on donor interaction on GEM. • Members' feedback/news on funding of GICT projects. 	<ul style="list-style-type: none"> • Donors, international agencies and governments are keen to use existing and tested tools to evaluate the extent of gender mainstreaming in a programme/ project, rather than develop their own.
		5.5 GEM Workshops <ul style="list-style-type: none"> • Somos@Telecentros (LAC) • TAU (Argentina) • Francophone Africa • Zamirnet (Croatia) • Regional: how to use and analyse and use results? 	<ul style="list-style-type: none"> ▪ Use of tool by diverse initiatives 	<ul style="list-style-type: none"> ▪ List of participants ▪ Participants' feedback/news on use and application of GEM. 	<ul style="list-style-type: none"> ▪ GEM testers are not limited in their capacity to be full-time practitioners by funding availability. GEM testers should be able to consciously mainstream gender within their own projects and programmes, within existing budgetary constraints.
<u>APC: 1, 3 & B</u> <u>TMF: 3 & 7</u>	KRA 6 <i>An engaged global WNSP network with an expanded and strengthened membership base in our priority regions and with increased capacity in developing and implementing a sustainability strategies.</i>	6.1 Developing and implementing a communications strategy <ul style="list-style-type: none"> • WNSP profiling, GICT Awards, current informative and relevant WNSP website and member intranet, activity and issue newsletter for WNSP and friends, features in APCNews/APCNoticias 	<ul style="list-style-type: none"> • Increased participation from more WNSP members • More member interaction between members: inter-regionally, thematically. 	<ul style="list-style-type: none"> ▪ Websites (APC WNSP website, project websites, APC website) ▪ E-mail lists ▪ APC newsletters ▪ Intranet 	<ul style="list-style-type: none"> ▪ Existing active WNSP members are keen for new and other members to be actively involved in network activities, projects and programmes substantively.

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	Sustainable = Resourced, capable, services, finances, effective management. Geographical Region: <i>Globally</i> <i>Regionally, with special priority on</i> <i>Latin America</i> <i>Asia-Pacific</i> <i>Africa</i> <i>CEE</i> <i>Middle East</i>		<ul style="list-style-type: none"> • Increased membership in CEE and Middle East • Accessible, transparent, effective network • Responsiveness to members (members needs known and satisfied). 		
		6.2 Participatory strategic planning <ul style="list-style-type: none"> • To consolidate the network, staff, structure, workspaces, definition of core work, decision-making. ■ 	<ul style="list-style-type: none"> • Core work is resourced. 	<ul style="list-style-type: none"> ▪ E-mail discussion lists and online working spaces. 	<ul style="list-style-type: none"> ▪ Core funding is successfully secured. ▪ Funders who are for the first time finding out about the work of APC are keen to provide core-funding and not just project-based funding.
		6.3 Business plan development and implementation ■ ■ <ul style="list-style-type: none"> • Orientation package and process for WNSP members 	<ul style="list-style-type: none"> • Accessible, transparent, effective information. 	<ul style="list-style-type: none"> ▪ Business plan ▪ Orientation package 	<ul style="list-style-type: none"> ▪ Funders are keen to support any endeavours that are geared towards the financial sustainability of CSOs, including those with a strong advocacy agenda.
		6.4 Fundraising ■ ■	<ul style="list-style-type: none"> • 10% of core work financed by consultancies and services in the first year and 30% in the 	<ul style="list-style-type: none"> ▪ Communication or records on consultancy offers and acceptance. ▪ Bids by APC for consultancies. 	<ul style="list-style-type: none"> ▪ Work credibility among funders, international agencies, governments, etc. is duly recognised for its actual worth, i.e. consultancies received are paid for

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			second year.		the value of the work done and not because it's done by a CSO and not by the private sector.
APC: 1, 3 & B TMF: 3 & 7	KRA 7 <i>Effective interaction with APC members and programmes</i>	7.1 Raise the profile of WNSP work and make it clear how APC members can participate in or support WNSP work <ul style="list-style-type: none"> ▪ Keep APC intranet updated. ▪ Regular newsletter on WNSP activities. ▪ Orientation to tools for members re GICT issues in their organisations + constituencies ▪ WNSP to encourage women at APC members to join WNSP ▪ Support specific member activities 	<ul style="list-style-type: none"> • More APC members as members of WNSP • Increased interaction with APC members – using materials, calling on us as resource people • WNSP members invited to APC member activities. 	<ul style="list-style-type: none"> ▪ Membership intranet ▪ E-mail discussion lists ▪ Online working spaces ▪ Invitations received from APC members 	<ul style="list-style-type: none"> ▪ Inactive members are not inhibited to seek and act upon existing opportunities for participation within the network.
		7.2 Review APC policies to include gender sensitivity training for APC members (crosscutting strategic priority B). 	<ul style="list-style-type: none"> • Increased GICT awareness in APC. 	<ul style="list-style-type: none"> ▪ Requests by APC members for gender sensitivity training. ▪ APC policies ▪ List of participants reflecting APC members attendance at WNSP gender sensitivity trainings 	<ul style="list-style-type: none"> ▪ APC members give equal to GICT issues vis-à-vis of issues that they may be di working on.

Comment [AE1]: I changed this as the APC human resource policy does not apply to members, only to staff, although members are free to use it.

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PROGRAMME	<u>Strategic Uses and Capacity-Building Programme</u>				
<p>APC: 1, 2, 3, A & B TMF: 1, 3, 6 & 7</p>	<p>KRA1. APC is a hub of innovative thinking and methodologies, tools and resources that will support and promote the strategic use of ICTs by CS, with particular emphasis on the use of free and open source software (FOSS).</p> <p>Geographical Region: Globally Regionally Nationally</p> <p>Where APC members and partners are active.</p>	<p>1.1 ActionApps development and support</p> <ul style="list-style-type: none"> • general ■ ■ • – improve content pooling and RSS support ■ ■ • develop campaign function ■ ■ • coordinate documentation ■ ■ • coordinate joint service delivery (L+P style) ■ ■ • Core development ■ ■ • Developers' meeting ■ ■ • Promotion ■ ■ 	<ul style="list-style-type: none"> • Stable new ActionApps releases including improved and new features. • Increase in web sites using ActionApps • Increase in ActionApps hosts • Increase in size of ActionApps developers' community • ActionApps capacity built 	<ul style="list-style-type: none"> • Releases on SourceForge • ActionApps directory listings • ActionApps hosts directory listings • List subscriptions and contributions to CVS • Lists of participants at workshops • User feedback 	<ul style="list-style-type: none"> • Sufficient technical capacity exists in the target regions to provide a basis for expanded use of ActionApps • Advanced ActionApps users are also potential developers • There is an immediate practical need for enhanced content pooling features.
		<p>1.2 Prizes ■</p>	<ul style="list-style-type: none"> • Increase in number, quality, and diversity of 	<ul style="list-style-type: none"> • Database of applications 	

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			applications	<ul style="list-style-type: none"> Feedback from jury members 	
		1.3 ITO and MMTK development - ITO portal coordination  - ITO expansion  - MMTK materials  	<ul style="list-style-type: none"> Significant body of new curriculum/MMTK materials on SU-related topics Quality of materials maintained or improved. Increased diversity of materials developers Increased usage of materials 	<ul style="list-style-type: none"> MMTK learning object repository statistics Participants in community of practice Community of practice and other user feedback Numbers of voluntary and contracted material developers 	<ul style="list-style-type: none"> Despite limitations, the ItrainOnline target audiences have the basic technical and other capacity to make use of the portal. Users of MMTK materials have the interest and capacity to participate actively in a community of practice.
		1.4 Wireless/low cost computing initiatives  	<ul style="list-style-type: none"> Appropriate training materials developed in MMTK format Active community of practice Capacity built. 	<ul style="list-style-type: none"> MMTK learning object repository statistics Participants in community of practice Community of practice and other user feedback Lists of workshop participants 	<ul style="list-style-type: none"> Appropriate technical and human capacity already exists in targeted regions to ensure that training can be applied in practice.
		1.5 Research and analysis - develop a holistic overview of	<ul style="list-style-type: none"> Research and analysis outputs applied to 	<ul style="list-style-type: none"> Lists of conference 	<ul style="list-style-type: none"> There is already wide recognition of crucial gaps in research on capacity-



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		capacity building for the ICT4D sector; use this to develop planning decision support tools - Research “state of the art” tools	sector	attendance etc. <ul style="list-style-type: none"> Partner and network funding reports ItrainOnline statistics Number of public presentations of research findings Number of decision support tools produced and disseminated Increase in donor funding directed to areas identified Usage of research findings 	building methodologies in the ICT4D sector which affect donor and practitioner thinking.
		1.6 Online event facilitation (topics across all areas of activity)	<ul style="list-style-type: none"> Diverse and active participation in online events Community satisfaction 	<ul style="list-style-type: none"> Registrations for online events Contributions to online spaces measured through participation tracking server and other tools. 	<ul style="list-style-type: none"> Target communities are willing and able to participate in online events.

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				<ul style="list-style-type: none"> Participant questionnaires and other feedback. 	
		<p>1.7 FOSS</p> <ul style="list-style-type: none"> - APC position paper - FOSS decision-making (translate, localise) - Evaluation of tools (ITO) - FOSS E-riders - Costs/benefits of offering specific tools - Provide single entry point for APC FOSS resources - Online FOSS learning event - FOSS survey and stories - Analysis of member FOSS activities - Second-phase FOSS project 	<ul style="list-style-type: none"> FOSS portal developed and used by APC members, ICT4D community, and NGOs. APC community providing FOSS-related support to ICT4D audiences. APC FOSS position clearly elaborated and disseminated. FOSS decision support resources developed and disseminated. FOSS capacity built. 	<ul style="list-style-type: none"> FOSS portal usage statistics. Number of resources added to portal. User feedback gathered on site and elsewhere. Numbers of invitations to present on FOSS-related topics at local and international ICT4D events. Contracts for FOSS support awarded. Requests for FOSS-related support. Numbers trained in FOSS-related skills. 	<ul style="list-style-type: none"> Despite a number of obstacles, CSOs and other organisations are open to the potential and application of FOSS in the strategic implementation of ICTs within their organisations and work programmes. APC members, partners and networks have the capacity to make effective use of online resources and support.
		<p>1.8 Secure online communications</p> <ul style="list-style-type: none"> - Raise awareness and train 	<ul style="list-style-type: none"> Materials developed in MMTK format. MMTK material usage. Capacity built 	<ul style="list-style-type: none"> MMTK usage statistics User feedback gathered on the 	

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				site, and workshops, and through user surveys. <ul style="list-style-type: none"> • Number of workshop participants; workshop evaluations. • Number of requests for training. 	
<u>APC: 1, 2, 3 & B</u> <u>TMF: 3 & 7</u>	KRA2. <i>All APC programmes and projects have excellent capacity building activities informed by the learning and resources of the SUCB programme.</i> Geographical Region: <i>Africa</i> <i>Where other programmes are active</i>	2.1 Catalysing Access to ICT in Africa (CATIA) ICT policy training materials revamp ■	<ul style="list-style-type: none"> • All new APC training materials use the MMTK format and are added to ItrainOnline. • Other programme teams interact with SUCB team when doing training and materials development. 	<ul style="list-style-type: none"> • Tracking of support requests from and collaboration with other programmes • Comparison of materials produced with materials in learning object repository. 	<ul style="list-style-type: none"> • SU&CB staff have the capacity to engage in cross-programme support activities. • Projects working in specialised areas recognise that general capacity-building support can add value.
		2.2 Internal promotions and outreach re products and services ■ ■	<ul style="list-style-type: none"> • Programmes aware of and make use of SU&CB services. 	<ul style="list-style-type: none"> • Number of requests for support and materials from other 	<ul style="list-style-type: none"> • Internal promotion and outreach will lead to increased collaboration and use of SU&CB services.

Comment [AAT2]: This is actually impact, not achievement.

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				programmes responded to <ul style="list-style-type: none"> • Revenue derived from services provided to other programmes. • Internal evaluations 	
<p><u>APC: 1, 2, 3, A & B</u> <u>TMF: 3, 4 & 7</u></p>	<p>KRA3. <i>APC members participate actively in programme activities.</i></p> <p>Geographical Region: <i>Globally Regionally (LAC, CEE, Asia-Pacific, Africa, Europe) Nationally</i></p> <p><i>Where APC members are active</i></p>	<p>3.1 Outreach to members ■ ■</p>	<ul style="list-style-type: none"> • APC member contributions to ItrainOnline and MMTK • Increase in number of APC members contracted for work • APC members participate in online and f2f events • APC members make use of ItrainOnline • Workspaces are improved and used (e.g. APC Content Exchange (ACE) and cross-server content pooling). • APC members actively involved in working groups. 	<ul style="list-style-type: none"> ▪ Number of APC members who are ItrainOnline content or editorial partners. ▪ Participation tracking tool and workspace usage statistics. ▪ Records of SU&CB contracts awarded to APC members. ▪ Number of APC members pooling content. ▪ Numbers of APC sites linking to and drawing content from APC. 	<ul style="list-style-type: none"> ▪ SU&CB activities are sufficiently beneficial/of interest to members for them to participate actively if opportunities are provided. ▪ APC members have the capacity and interest to participate in both remunerated and unremunerated programme activities.

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		3.2 Support for ACE - Coordination  - Technical development) 	<ul style="list-style-type: none"> • Increase in content pooling within and beyond APC. 	<ul style="list-style-type: none"> ▪ Numbers of ActionApps users, APC members, and users of other content management systems who are pooling content. ▪ Requests for support in implementing content pooling. ▪ Number of new content pooling features integrated into software. 	<ul style="list-style-type: none"> ▪

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
APC: 1, 2, 3, A & B TMF: 1, 2, 3, 4, 5, 6 & 7	KRA4. <i>APC members and partners are agents of enabling and promoting strategic use(SU) of ICTs in their communities.</i> Geographical Region: <i>Globally</i> <i>Regionally</i> <i>Nationally</i> <i>Where APC members and partners are located</i>	4.1 MultiMedia Toolkit (MMTK) promotion ■	<ul style="list-style-type: none"> APC members and partners use MMTK format for materials development APC members use MMTK materials. 	<ul style="list-style-type: none"> Learning object repository usage statistics User feedback through MMTK evaluation forms and APC member survey. Number of workshops run by APC members using MMTK materials. 	<ul style="list-style-type: none"> Materials sufficiently generic for adaptation to local contexts. Promotion will result in increased usage.
		4.2 Member capacity building - Through existing ItrainOnline(ITO)/MMTK work ■ - Through face-to-face & online training ■■	<ul style="list-style-type: none"> APC members participate in and benefit from ItrainOnline/MMTK capacity building 	<ul style="list-style-type: none"> Number of APC members attending f2f workshops and registered for online events Workshop/event evaluations and follow-up surveys. 	<ul style="list-style-type: none"> Member capacity-building needs correspond with those of the wider ItrainOnline / MMTK target audiences.
		4.3 MMTK technology planning materials promotion - Add "low cost" section to ITO ■ - Develop "low cost" sample workshop ■	<ul style="list-style-type: none"> "Low cost technology" planning materials used by APC members. 	<ul style="list-style-type: none"> Learning object repository usage statistics User feedback through MMTK evaluation forms 	<ul style="list-style-type: none"> Internal promotion and outreach will lead to use of materials.

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
				and APC member survey. <ul style="list-style-type: none"> • Number of workshops run by APC members using MMTK low cost technology planning materials. 	
<u>APC: 1, 2, 3 & B</u> <u>TMF: 1, 3, 4 & 7</u>	KRA5. Capacity building for SU/ICT4D is prioritised and effectively addressed by funding agencies, CSOs and practitioners. Geographical Region: <i>Where donors, partners and practitioners are located</i>	5.1 Influencing of funders and partners using outputs from research - Promotion ■ - Conference ■	<ul style="list-style-type: none"> • Donors agents we work with have integrated SU capacity building in funding • APC and APC members receive increased funding and from a wider range of funding sources. 	<ul style="list-style-type: none"> ▪ Donor annual reports and other publications. ▪ Number of proposals funded (and sources of funding) of APC, APC members, and other ICT4D partners. ▪ Feedback through interviews. 	<ul style="list-style-type: none"> ▪ Donors are open to changing their approaches in response to research results.
		5.2 Influencing of practitioner community through capacity building – e.g. promotion, conferences, Communities of Practice, Training of Trainers with “social” aspect) ■	<ul style="list-style-type: none"> • Capacity building interventions of community of practice members reflect research findings. 	<ul style="list-style-type: none"> ▪ Survey of capacity building methodologies and training content. 	<ul style="list-style-type: none"> ▪ Practitioners are open to changing their approaches in response to research results.

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
APC: 1, 2 & 3 TMF: 1, 3 & 4	<p>KRA6. <i>Vibrant partnerships reflect cultural, geographic, linguistic and thematic diversity.</i></p> <p>Geographical Region: Globally Regionally Nationally</p> <p><i>Where APC members and programmes are active</i></p>	<p>6.1 Expanding ItrainOnline/MMTK partnerships (including APC member involvement) ■</p>	<ul style="list-style-type: none"> ITO/MMTK partners more diverse and representative 	<ul style="list-style-type: none"> Numbers of organisations represented on advisory board, as core partners, as editorial and content partners from different regions, language groups etc. 	<ul style="list-style-type: none"> Partnerships are forged based on honest negotiations, shared values, mutual respect and which truly complements strengths of the other. Partnership development does not rely heavily on available funding.
		<p>6.2 Localisation/translation</p> <ul style="list-style-type: none"> - MMTK II ■■ - CATIA ■ 	<ul style="list-style-type: none"> Increased use of MMTK in specific contexts (local, regional, linguistic, interest groups etc.) MMTK available in wider range of languages. Increased number of case studies and other localised elements available in learning object repository. 	<ul style="list-style-type: none"> Learning object repository usage statistics Usage of materials tracked through community of practice Number of localised elements uploaded to repository. 	<ul style="list-style-type: none"> Localisation/translation activities are strongly supported by all stakeholders at the national or regional levels, i.e. not only donors, but governments, communities and CSOs.

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PROGRAMME	<u>Communications and Information Policy Programme</u>				
<u>APC: 1, 2, A & B</u> <u>TMF: 4 & 7</u>	<p><i>KRA 1: Greater awareness by CSOs of ICT policy issues</i></p> <p>Geographical Region: Globally Regionally Nationally</p> <p>Where members, partners and programmes are active.</p>	<p>1.1 Develop the APC ICT Policy agenda ■ ■</p> <ul style="list-style-type: none"> ▪ Revise, regionalise the Internet Rights Charter (i.e., illustrate with regional examples, case studies) ▪ Develop position papers, articles on priority issues (2-3 per year) 	<ul style="list-style-type: none"> ▪ Revised internet rights charter ▪ Position papers on priority issues ▪ Publication of position papers by APC and others (e.g., as book chapters, articles in publications, etc) ▪ Presentation of policy agenda in global, regional and national events 	<ul style="list-style-type: none"> ▪ Revised internet rights charter, reflecting regional specificities ▪ Media coverage of APC's policy work, e.g., position papers, internet rights charter 	<ul style="list-style-type: none"> • By creating awareness, we are promoting a certain value framework (gender equality and women's empowerment; right to communicate; social justice and sustainable development) • Issues identified by APC Council reflect selected civil society's interests and concerns in ICT policy: FLOSS, Access, IPR, human rights and communications rights, protecting the public domain, SOC, among others).
		<p>1.2 Content development ■</p> <ul style="list-style-type: none"> ▪ Monthly/quarterly newsletters (bilingual); ▪ Ensure quality: revision of existing TOR/guidelines for 	<ul style="list-style-type: none"> ▪ Publication of quality newsletters (website and printed for dissemination) 	<ul style="list-style-type: none"> ▪ Website statistics and feedback ▪ Media coverage of APC 	

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

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		events participation; publish in other venues; <ul style="list-style-type: none"> ▪ Engaging the media: to develop ICT focused information; ▪ Targeting off line communities with printed information, convene meetings, run workshops; 	<ul style="list-style-type: none"> ▪ Participation at events ▪ APC and CIPP articles, papers, publications reprinted by others ▪ APC and CIPP articles, papers in non-APC publications ▪ Increased media coverage of ICT stories ▪ Printed information developed for off-line communities ▪ Events for the un-connected 	<ul style="list-style-type: none"> ▪ Number and type of events participated in ▪ APC and CIPP articles in external publications ▪ Engagement by off-line communities in ICT policy processes ▪ Evaluations of content and events organised 	
		1.4 Facilitate ICT Policy Discussions (Series of - thematic/regional/national based discussions around priority issues) <ul style="list-style-type: none"> ▪ Develop surveys that identify most important ICT issues ▪ A discussion forum to address Sustainable development in the context of ICT policy ▪ (without taking into account cultural issues, such as language, 	<ul style="list-style-type: none"> ▪ ICT policy discussions on priority issues/themes (at national level) ▪ A report on sustainable development in the context of ICT policy 	<ul style="list-style-type: none"> ▪ Media coverage of events and reports disseminated 	<ul style="list-style-type: none"> ▪ Africa issues: Access (infrastructure and lack of affordable services); IPR and African knowledge; African content development; FLOSS; capacity building; internet governance; financing ICT4D; ICTs 4 Education ▪ LAC issues: access and infrastructure; FLOSS, cultural diversity (relevant local content, and lack of gov't information in local languages, indigenous

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		geographic location); financing ICT4D			peoples), internet governance, IPR, capacity building; E-government/public participation
		1.5 Networking and Advocacy ■ ■ <ul style="list-style-type: none"> ▪ Events/Workshops participation: make presentations (focus on priority issues, as in 1.1) ▪ Building stronger and more interconnected networks of ICT policy advocates 	<ul style="list-style-type: none"> ▪ Number and diversity of organisations engaged in internet and communication rights advocacy work ▪ Presentations made at events/workshops 	<ul style="list-style-type: none"> ▪ Established networks of ICT policy advocates ▪ Media coverage of APC and APC networks participation ▪ Participation and involvement of ICT policy advocates in actual campaigns and lobbying efforts 	
<u>APC: 1, 2, 3 & B</u> <u>TMF: 4 & 7</u>	KRA 2: <i>Confident national and regional CSOs networks influencing ICT policy processes</i> Geographical Region: Regionally National level in CATIA countries, CRIS countries, WNSP focus countries, and countries with APC members.	2.1 Development of tools and resources ■ ■ <ul style="list-style-type: none"> ▪ Development of the ICT Policy curriculum ▪ Development of an Advocacy Tool Kit based on a locally identified communications rights issue (CRIS countries) ▪ SU&CB Online campaigning toolsets ▪ Checklists (gender, universal access, human rights, indices of democracy) ▪ WNSP Gender ICT tools/resources (framework) ▪ IR revised charter 	<ul style="list-style-type: none"> ▪ Development of accessible, quality tools and resources ▪ All stakeholders using APC materials (e.g., material downloads, events using tools and resources) ▪ Promotion by other organisations of APC tools, resources and workshops • 	<ul style="list-style-type: none"> • Project reports and evaluation • Comments and feedback on resources developed (via web and surveys) • Evidence of material developed • Use by other organisations of APC material 	<ul style="list-style-type: none"> ▪ Influencing means: engage, lobby, advocate ▪ Advocates/animations/activists are not necessarily the same at all levels. ▪ 'leaders' - people interested in ICT issues and that advocate a value framework that fits CIPP's values ▪ APC will secure funds for these activities beyond the first two years.

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		2.2 Identify leaders (animators, advocates/activists) at national level ■	<ul style="list-style-type: none"> ▪ Animators in every CATIA country ▪ Animators in LAC: Ecuador, Brazil, Colombia ▪ Evidence of diverse network activity ▪ Civil society involvement in advocacy campaigns • Civil society organisations involved in ICT policy processes at all levels 	<ul style="list-style-type: none"> • National and regional campaign plans, national action plans • Campaigns in all CATIA and CRIS project countries ▪ Number of CSO actively participating in advocacy efforts 	<ul style="list-style-type: none"> ▪
		2.3 Capacity Building Activities ■ ■ <ul style="list-style-type: none"> ▪ Training workshops, debates, forums, seminars, campaigns, and at strategic events, such WSF 	<ul style="list-style-type: none"> ▪ Evaluation of workshops by participants ▪ Requests to run workshops in other regions, sectors • Number and type of initiative organised 	<ul style="list-style-type: none"> • Evaluation of training materials by external users and workshop participants • Workshop plans and agendas • Number of workshops organised by other organisations using APC tools and resources ▪ All events evaluations and media coverage of event 	<ul style="list-style-type: none"> ▪
		2.4 Mentoring of Animators, advocates, activists ■	<ul style="list-style-type: none"> • Confident animators and advocates • Extent and quality of exchange/mentoring 	<ul style="list-style-type: none"> ▪ Evaluations of mentoring process ▪ Reports on animators progress and activities 	<ul style="list-style-type: none"> ▪
		2.5 Mobilising Participation ■	<ul style="list-style-type: none"> ▪ Participation by APC, 	<ul style="list-style-type: none"> ▪ Number of 	<ul style="list-style-type: none"> ▪

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		<ul style="list-style-type: none"> ▪ Facilitating and coordinating effective CS participation in ICT Policy processes (eg .. like WSIS) ▪ Creating spaces/venues for discussion debate/issue framing 	<ul style="list-style-type: none"> members and partners in ICT policy processes ▪ APC organised spaces/venues for discussion (e.g., Websites, discussion lists) 	<ul style="list-style-type: none"> organisations participating in policy processes ▪ Evaluation reports ▪ Media coverage of APC participation and events 	
		<p>2.6 Support and participate in the development of national strategies to influence ICT Policy processes</p> <ul style="list-style-type: none"> ▪ Support the development of national ICT policy portals to disseminate and relevant content nationally and between regions ▪ Facilitate issue framing discussions (1 or two issues determined at national level) ▪ Supporting CSOs in policy formulation processes, by assisting in developing positions around ICT policy ▪ Building Multi-stakeholder processes 	<ul style="list-style-type: none"> • Active and updated national ICT policy portals (sharing content among different countries) • Evidence of CSO work in the policy process • Position papers on priority issues • Multistakeholder advocacy networks/coalitions • Media coverage of ICT policy stories and issues 	<ul style="list-style-type: none"> • National portals website statistics • National representation in global and regional ICT policy processes • E.g., comments on draft policy, organised campaigns, research projects, forums and discussion spaces ▪ Evidence of multistakeholder networks/coalitions build 	<ul style="list-style-type: none"> ▪
<p><u>APC: 2, 3 & B</u> <u>TMF: 4 & 7</u></p>	<p>KRA 3: <i>Locally driven advocacy campaigns which influence ICT policy/regulatory environments.</i></p>	<p>3.1 Research and analysis on ICT policies/regulatory environments to inform the campaign process: identify gaps, conduct comparative analysis, provide recommendations; identify good</p>	<ul style="list-style-type: none"> • Events, campaigns • Local actors actively participating in advocacy campaign • Evidence of national action plans • Successful campaigns 	<ul style="list-style-type: none"> ▪ Actual campaign plans ▪ Campaign evaluations ▪ Reports on national ICT policy developments 	<ul style="list-style-type: none"> ▪ Campaigns will be most effective if informed by quality research and driven by trained local advocates

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	Geographical Region: <i>National level in CATIA countries, CRIS countries, WNSP focus countries, countries with members.</i>	practices and disseminate through project outputs ■	that influence policy in at least 1 country per region where APC is involved <ul style="list-style-type: none"> • Media reporting of ICT issues based on APC's value framework ▪ Progress in ICT policy development at national level 		

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		3.2 The CATIA project campaigns, activities, countries (Africa) <ul style="list-style-type: none"> consultative input and facilitation of local advocacy events customisation of training materials for specific national events and around locally identified issues 	<ul style="list-style-type: none"> Workshops and events documentation Campaign plans Revised and customised training materials 	<ul style="list-style-type: none"> Workshop agendas, participants list Media coverage Workshop materials Animators' evaluations 	
		3.3 The CRIS project campaigns: activities, countries (Kenya, Brazil, Colombia, Bolivia, Philippines, European level) <ul style="list-style-type: none"> workshop to validate priority issues in Kenya collaborate with the CRIS LAC component 	<ul style="list-style-type: none"> Workshops and events documentation Campaign plans Advocacy ToolKit Evidence of campaign implementation 	<ul style="list-style-type: none"> Workshop reports Workshop attendance, agenda, workplan, and material 	
		3.4 Policy Monitor's activities Report on national activities (in CATIA and CRIS project countries)	<ul style="list-style-type: none"> ICT policy and related stories published and disseminated on CATIA and CRIS projects' countries. 	<ul style="list-style-type: none"> CIPP and other programme's project newsletters covering activities in CATIA and CRIS countries 	
APC: 3, A & B TMF: 3 & 7	KRA 4: CIPP more relevant and essential to members Geographical Region: <i>Where APC members are active.</i>	4.1 Survey members: what has been useful, what is needed, etc. 4.2 Support the development of National WSIS websites through members 4.3 Support national ICT policy consultation with members 4.2 Profiling members in newsletters; member activities 4.3 Ensure that representative of	<ul style="list-style-type: none"> More members involved in project activities Workshops, articles, publications of relevance to members Presence of active WSIS websites at the national level (at least in 5 countries) 	<ul style="list-style-type: none"> Actual projects with members Number of joint contracts funded Project reports Active national websites functioning and providing relevant information 	<ul style="list-style-type: none"> CIPP responds to the strategic priorities identified by members

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		members and other programmes participate in CIPP workshops and other activities 4.4 Members to invite APC programme staff to their events 4.5 Members to act as "ambassadors" to APC	<ul style="list-style-type: none"> • Evidence of national consultations process • Increased participation of APC members in ICT policy processes • APC newsletters with greater coverage of member activity 	<ul style="list-style-type: none"> • Members evaluations of events, publications • Member's involvement in global, regional and national levels • Updated CIPP intranet 	
APC: 2, 3 & B TMF: 1, 3 & 7	KRA 5: Increase CIPP activity in LAC, Asia, Europe and countries where we have members and have not been active (e.g. Egypt) Geographical Region: <i>Where APC members and partners are active.</i>	5.1 Fundraising Develop proposals for projects in the regions: <ul style="list-style-type: none"> ▪ LAC: Monitor, WENT LAC, PARM research project ▪ Develop new Asia proposal ▪ Develop new Europe proposal 	<ul style="list-style-type: none"> ▪ One funded CIPP project in Asia and Europe ▪ Additional funding for LAC ▪ WENT LAC with WNSP ▪ One ICT policy training workshop at national level in LAC and Europe 	<ul style="list-style-type: none"> ▪ Funding contracts for work in each region ▪ Workshop and events programme, agendas, and list of participants 	<ul style="list-style-type: none"> ▪ APC will secure core funding to support and strengthen regional activities ▪ Funders are interested in supporting regional ICT policy and advocacy work by CSO
		5.2 Encourage members and partners to participate in programme activities	<ul style="list-style-type: none"> ▪ More members involved in CIPP activities ▪ Joint project activity with programmes and partners 	<ul style="list-style-type: none"> ▪ Contracts with members ▪ Members involved in CIPP activities 	
		5.3 Coordinate with other programmes' active in these countries (APC and partners)	<ul style="list-style-type: none"> • Joint initiatives with other programmes • Joint initiatives with APC members and partners 	<ul style="list-style-type: none"> ▪ Project workplans and reports 	

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
APC: 1 & A [??? Wasn't provided in action plan] TMF: 3	KRA 6: <i>Consolidating the CIPP programme</i> Geographical Region: <i>Globally Regionally</i>	6.1 Framing CIPP work as programmes at regional levels and in coordination with WNSP and SU&CB programmes	<ul style="list-style-type: none"> Established regional programmes Greater programme coordination Evidence of gender mainstreaming through CIPP projects 	<ul style="list-style-type: none"> Regional workplans Joint programme activities Results from evaluation of programme and projects 	<ul style="list-style-type: none"> APC will have core and project funding to implement the CIPP programme planned activities
		6.2 Streamline workspaces with common identity	<ul style="list-style-type: none"> Updated programme intranet New and restructured workspaces 	<ul style="list-style-type: none"> Clearly defined workspaces 	
		6.3 Evaluation of the CIPP programme	<ul style="list-style-type: none"> Completed evaluation of CIPP 	<ul style="list-style-type: none"> Evaluation results 	
		6.4 New Web strategy	<ul style="list-style-type: none"> New web strategy implemented New and interactive web sites 	<ul style="list-style-type: none"> New web statistics 	
APC: 2, A & B TMF: 3, 4 & 7	KRA 7: <i>APC to be a lead actor in global ICT policy processes that reflect regional and national priorities and contexts.</i> Geographical Region: <i>Globally Regionally Nationally</i>	7.1 Develop a WSIS follow up strategy (global and regional)	<ul style="list-style-type: none"> Participation at WSIS events and processes, with special focus on strengthening national and regional advocacies Develop position papers on national priority issues Support national and regional advocacies 	<ul style="list-style-type: none"> Published position papers Presentations and interventions made during WSIS events and processes National and regional advocacy campaigns 	<ul style="list-style-type: none"> APC, members and partners will have access to WSIS and related processes. APC, members and partners will have funding to facilitate participation in the WSIS process, at global, regional and national levels

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<i>Where APC members and partners are active.</i>				
		7.2 Active participation in the CRIS Campaign ■	<ul style="list-style-type: none"> • Participation at CRIS events, globally, regionally and nationally • Collaboration with CRIS projects and initiatives 	<ul style="list-style-type: none"> • Event programs and agendas • Project and initiatives workplans • Publications and presentations produced 	<ul style="list-style-type: none"> • The CRIS campaign will have the funding to continue its activities • APC will have the funding to continue collaborating with the CRIS campaign
		7.3 Linking global processes to local processes and vice versa ■	<ul style="list-style-type: none"> • National ICT advocates and networks participate in global policy processes and promote national agendas. • Global and national policy processes are informed by local and national issues. 	<ul style="list-style-type: none"> • Global policy decisions reflect local and national issues. • National policy decisions reflect local and global issues 	<ul style="list-style-type: none"> • APC will have the funding to support national and global policy advocacies by civil society organisations.

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PROGRAMME	<u>APC Management Systems</u>				
APC: 1, 2, 3, A & B TMF: 3, 4 & 7	<p>KRA 1. APC to be recognised as a culturally and geographically diverse network characterised by the commitment and expertise that its staff and membership bring to their work for an internet that promotes development and equality</p> <p>Geographical Region: Globally</p>	<p>1.1 Develop and promote APC as a network.</p> <p>1.2 Create a new APC media strategy for 2004-7.</p> <p>1.3 APC site redesign in 2005-6.</p> <p>1.4 Production of Annual Reports for 2003, 2004, 2005 and 2006.</p> <p>1.5 Continue to work with APC members to ensure that information about their ICT-related work is promoted internationally.</p> <p>1.6 Build further membership in regions and relevant thematic areas where APC has</p>	<ul style="list-style-type: none"> ▪ APC represented at public events in the ICT4D sector. ▪ New website in 2005-6 ▪ More members contributing to APCNews and other APC publications. ▪ Annual reports receive positive feedback and that are widely read. ▪ More materials produced on APC and member work (repackaging) ▪ Information about APC available in more languages. ▪ New APC members in regions and fields where there were no members in 	<ul style="list-style-type: none"> ▪ Number and diversity of invitations to participate in conferences, partnerships, publish etc. ▪ Download statistics. ▪ Member feedback. ▪ Number and languages of materials available and % increase. ▪ Number of members and % increase. ▪ Number of contributions from members and % increase. 	

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		no or few members. 1.7 Continue to build our team of good quality, reasonably priced translators.	2003.		
APC: 1, 2, 3, A & B TMF: 3, 4 & 7	KRA 2. <i>APC to be a credible and vibrant space for the innovation, incubation, testing and dissemination of effective methodologies, practices and tools for the strategic use of ICTs for development and social justice. (See SU programme)</i> Geographical Region: <i>Globally</i>	2.1 Development and dissemination of high-quality, comprehensive promotional products in a variety of media to promote the work of APC members and programmes.	<ul style="list-style-type: none"> • APC materials and products available in a range of formats and media. • APC materials and products widely disseminated and used effectively by members. 	<ul style="list-style-type: none"> • Number and format of promotional products. • Records of dissemination (download statistics and other). • Number of requests for products. • User feedback and surveys. 	<ul style="list-style-type: none"> • APC members, partners and networks have the capacity to make effective use of online resources and support.
APC: 1, 2, 3, A & B TMF: 3, 4 & 7	KRA 3. <i>APC to strengthen existing and build new strategic partnerships regionally and internationally through the implementation of its strategic priorities and activities. (See</i>	3.1 Improve our outreach through communications partnerships especially in the mainstream media and within our constituencies. 3.2 Inclusion of APC members in strategic partnerships	<ul style="list-style-type: none"> ▪ New media partnerships ▪ Collaboration in joint products e.g. joint newsletters. ▪ Media coverage of APC and member work. ▪ More APC members work with APC in regional and international strategic partnerships. 	<ul style="list-style-type: none"> ▪ Number and diversity of new partnerships. ▪ Number of collaborative products. ▪ Number and source of references to APC identified through web searches and APC records. ▪ Number of and % increase in APC 	<ul style="list-style-type: none"> ▪ Funders of APC members and partners continue to support and promote collaboration across the ICT4D sector.

Thematic Policy Intentions & APC Strategic Priorities and Crosscutting Themes	Intervention logic	Activities	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	CIPP) Geographical Region: <i>Globally</i>			members represented in strategic partnerships.	
<u>APC: 3 [A & B]</u> <u>TMF: 3, 4 & 7</u>	KRA 4. <i>APC to attract additional members, especially those from geographical or thematic areas in which we have not currently worked, who desire to join the APC because they identify with, and want to contribute to, our mission and work.</i> Geographical Region: <i>Globally, with special emphasis on: Middle East South Asia Central America Francophone Africa Central Asia</i>	■ 4.1 Engage members in recruiting new members 4.2 Identify new members during project implementation 4.3 Actively seek members in where we have few members. 4.4 Actively seek members in thematic areas linked to our strategic priorities. 4.5 Review current membership criteria and reaffirm or amend by end of 2004. 4.6 Produce second APC membership recruitment strategy for 2002-4 for implementation in 2005-7, including target regions and numbers.	■ New members	■ Number of and % increase in members.	■ Organisations in the regions concerned share APC's core values and concerns. ■ There are no insurmountable linguistic or related barriers to the participation of suitable organisations.
<u>APC: 3 [A & B]</u> <u>TMF: 3, 4 & 7</u>	KRA 5. <i>APC to continue to play a meaningful role in building the capacity of its members</i>	■ 5.1 Members participate in project development and implementation. 5.2 Improve content	■ Increased visitors to APC members sites due to ACE and RSS feeds. ■ Positive feedback from members re InsideAPC.	■ Member web site statistics ■ Feedback from members. ■ Survey of members.	■ There are sufficient commonalities in APC members' needs and interests for APC interventions to be cost effective. ■ Members have sufficient capacity to

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	<p><i>through workshops, peer exchange, project development, fundraising information and support, resource dissemination and collaboration. (Also see SU programme)</i></p> <p>Geographical Region: <i>Globally</i></p>	<p>exchange between members by growth of APC Content Exchange (ACE) and RSS feeds.</p> <p>5.3 Production of InsideAPC to continue to facilitate internal communications.</p> <p>5.4 Facilitate fundraising workspaces.</p> <p>5.5 Facilitating experience sharing among members.</p> <p>5.6 Create learning opportunities for members.</p> <p>5.7 Production of InsideAPC to continue to facilitate internal communications.</p> <p>5.8 Ensure and develop the workspaces necessary to ensure member involvement in APC work.</p> <p>5.9 Complete redesign of APC intranet.</p>	<ul style="list-style-type: none"> ▪ Members feel informed about APC's work because of InsideAPC. ▪ Members feel they benefit from being in the APC. ▪ More members are involved in APC workspaces. ▪ Members can find the information they need regarding APC quickly and easily (test with a survey). 	<ul style="list-style-type: none"> ▪ Usability testing. ▪ Tracking of number of members subscribed to and actively participating in APC online workspaces. 	<p>participate in collaborative activities.</p>
<p><u>APC: 3 [A & B]</u> <u>TMF: 3, 4 & 7</u></p>	<p>KRA 6. <i>Strengthen the APC network by expanding participative project initiation and development among</i></p>	<p>6.1 Regional member discussions of the strategic plans.</p> <p>6.2 Establishment of regional and thematic</p>	<ul style="list-style-type: none"> • Collaboration among members. • Members participate in APC work. • Members provide positive feedback regarding 	<ul style="list-style-type: none"> • Number of collaborative projects. • Member survey. • Programme reports on number of members participating in 	<ul style="list-style-type: none"> • Interest expressed by members in collaboration reflects a real commitment in practice.

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	<p><i>its members that reflects local needs and priorities.</i></p> <p>Geographical Region: <i>Globally</i></p>	<p>workspaces for members</p> <p>6.3 More collaborative projects for members (eg policy/WSIS portals)</p>	<p>working/discussion regionally and in collaborative projects</p>	<p>programme activities.</p>	
<p><u>APC: 1, 2, 3, A & B</u> <u>TMF: 1, 2, 3, 4, 5, 6 & 7</u></p>	<p>KRA 7. <i>The three APC programme areas (policy, women and strategic ICT use) to work in an integrated manner that strengthens the work of each programme team, the overall outcomes of APC's work and the benefits to the communities that we work with.</i></p> <p>Geographical Region: <i>Globally</i></p>	<p>6.1 Establishment and facilitation of cross-programme work spaces for communications, media and promotions related work.</p> <p>6.2 Management systems and procedures that ensures that the management team works effectively as a unit.</p> <p>6.3 Creation of formal guidelines that will ensure APC staff (especially new) are aware of the requirements for including members in programme work</p>	<ul style="list-style-type: none"> ▪ APC staff understand priorities and are aware of activities of all programmes ▪ APC staff understand and respond to the management systems goals ▪ All APC staff include members in APC programme and project work when there is interest and relevance. 	<ul style="list-style-type: none"> ▪ Team self-evaluation 	<ul style="list-style-type: none"> ▪ Sufficient programme funding to ensure that staff are not too stretched to participate in and benefit from these activities.
<p><u>APC: 1 & 3</u> <u>TMF: 3</u></p>	<p>KRA 8. <i>The APC team to develop a common understanding of excellence in the</i></p>	<p>8.1 Identify and address gaps in existing systems.</p> <p>8.2 Develop a formal quality</p>	<ul style="list-style-type: none"> ▪ Excellent and efficient reporting. ▪ Publications conform to quality assurance guidelines. 	<ul style="list-style-type: none"> ▪ Programme manager reports. ▪ Team self-evaluations. ▪ Number and % increase of publications. 	<ul style="list-style-type: none"> ▪ Sufficient programme funding to ensure that staff are not too stretched to participate in and benefit from these activities.

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	<p><i>quality of our work and to always strive to maintain the highest possible standards. This would apply to all our internal and external outputs (websites, newsletters, reports, proposals, events etc.).</i></p> <p>Geographical Region: Globally</p>	<p>management process.</p> <p>8.3 Proposal and report writing training for staff and members.</p> <p>8.4 Establish an editorial team to review all APC publications.</p>	<ul style="list-style-type: none"> ▪ Increase in publication output. 		
<p><u>APC: 1 & 3</u> <u>TMF: 3</u></p>	<p>KRA 9. <i>APC to build reflection on the impacts of our work into all our programmes and projects; this will include critical analysis, evaluation, monitoring and measuring – at quantitative and qualitative levels.</i></p> <p>Geographical Region: Globally</p>	<p>■</p> <p>9.1 Revise indicators for each programme and project.</p> <p>9.2 Evaluation of CIPP programme.</p> <p>9.3 Deepen our understanding of evaluation methodologies appropriate to the ICT4D sector.</p> <p>9.4 Disseminating GEM</p> <p>9.5 Dissemination of results of evaluations and monitoring of crucial projects e.g. the impact of recent ICT policy</p>	<ul style="list-style-type: none"> ▪ Programmes and projects consistently implement appropriate, effective monitoring and evaluation practices. ▪ APC evaluation research and methodologies influence evaluation in members, partners and the ICT4D sector more broadly. 	<ul style="list-style-type: none"> ▪ Manager and team evaluations. ▪ Donor and partner feedback. ▪ Tracking of GEM usage and citation. 	<ul style="list-style-type: none"> ▪ Sufficient programme funding to ensure that staff are not too stretched to participate in and benefit from these activities. ▪ Partners receptive to information about gaps in evaluation-related knowledge and to innovative evaluation methodologies.

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APC: 1 & 3 TMF: 3, 4 & 7	KRA 10. <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> Geographical Region: <i>Globally</i>	training. 10.1 Participate in GKP and UN ICT Task Force.	<ul style="list-style-type: none"> ▪ Donors we work with to include ICT and social justice as a programme priority. 	<ul style="list-style-type: none"> ▪ Increase in funding opportunities for ICT initiatives based locally (where the work is done) rather than through 'northern NGOs' (tracked through donor funding programmes) ▪ Increase in funding awarded to APC members (member reporting). 	<ul style="list-style-type: none"> ▪ Donors receptive to message.
APC: 3 TMF: 1 & 3	KRA 11. <i>APC to maintain its current sound financial base but to achieve greater financial independence through: full cost recovery on all</i>	<ul style="list-style-type: none"> 11.1 Revise budgeting templates and tools. 11.2 Review APC and programme revenue generation strategies and guidelines. 	<ul style="list-style-type: none"> • APC to generate between \$30,000 and \$50,000 in consulting income per year. • 80% of APC projects to be managed on a complete cost recovery basis (with management systems 	<ul style="list-style-type: none"> • Project reports and financial systems data. 	<ul style="list-style-type: none"> • Market conditions and donor priorities mean that continued consultancy work is available. • Members open to innovative revenue generation strategies, and have the capacity to test/implement them.

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	<p><i>projects and exploring options for revenue generation (e.g. through consulting work) for the network and its members.</i></p> <p>Geographical Region: <i>Globally</i></p>		<p>covering the balance)</p>		