

Mid-term assessment Association for Progressive Communications

Final report

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August 2007

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Executive summary

This is the final report of a mid-term assessment (MTA) conducted in respect of the 2004-08 planning period of the Association for Progressive Communications (APC). The assessment activities spanned the period from the second half of 2006 to after mid-year 2007.

The main part of the report records analysis of data from a database of activities set up to provide input for the MTA. This is supplemented by discussion of feedback on the rating recorded in the database by APC member organisations and members of the Executive Board (EB). The report also discusses reflections of APC managers on how strategic planning was conducted for this period, and whether and how the programmes for which they are responsible had measured up to expectations.

The database which formed the core of the MTA covers ‘delivery’ activities done by APC staff members since 2004. The database was constructed with two purposes in mind. Firstly, the exercise and analysis of the results was intended to inform the medium-term assessment of APC and feed into planning for the next five-year period. Secondly, the exercise was intended as a test of whether such a database would be useful to maintain as an ongoing monitoring and evaluation instrument for APC.

A total of 219 activities were entered into the database. The number recorded per programme varied from 105 for Women’s Network Support Programme (WNSP) and 82 for Communications and Information Policy Programme (CIPP) to less than 15 each for network development, Strategic Use and Capacity Building (SUCB), communications and strategic management. The pattern in respect of the latter two is explained by the fact that they are support programmes that include management activities that were not included in the database scope. The reason for the relatively small number of network development activities is that many relevant activities are reflected as CIPP. The relatively small number of activities under SUCB could partly reflect the lack of dedicated funding for this particular programme.

The database provides a pre-defined set of categories, and each activity must be classified under the category that provides the best fit. Events organised by APC and participation in events organised by others emerged as the most common activities, each accounting for 42 recorded activities. Events organised by APC are found in all programmes, while participation in events organised by others is recorded only for CIPP and WNSP. Other very common activities are information dissemination and advocacy through policy processes, campaigns and the like.

In terms of geographical spread, “international” and Latin America emerge as the clear leaders for single-region entries. The large number for Latin America could partly reflect the diligence of the LAC ICT policy monitor in entering detailed activities as well as her inclusion of participation in events organised by others. Africa is also firmly ahead of Asia/Australia and Europe. APC is well aware of this bias.

The recorded dates of when activities were done suggests that there was some under-reporting of activities in the earlier years covered. This problem should fall away if entering activities into the database becomes a routine regular activity.

Information on the relevant language/s was recorded for 166 of all activities. English emerges as the leader for single-language activities. It is, however, closely followed by Spanish, perhaps reflecting the large number of activities recorded for the LAC ICT policy monitor coordinator. English is included in all but one activity for which more than one language is specified. If one looks only at information dissemination activities, there is the same predominance of English, with only four of the 24 activities recorded not being done in English. However, only half of all the information dissemination activities were done in only one language, while this was the case for nearly three-quarters (122) of the total of 166 activities for which language was recorded.

The database provides for categorisation of activities in terms of Building Communication Opportunities (BCO) outcomes and rating of activities in terms of APC's strategic priorities, cross-cutting themes, and key result areas (KRAs). For the BCO outcomes, 43 activities were not categorised. This is partly explained by the fact that BCO focused on Africa and South Asia. Among those that were scored, gender equality and informed, inclusive debate both scored highly. Capacity of poverty-focused southern civil society organisations scored much lower, and evaluation of poverty impact was recorded against only three activities. This probably reflects an understanding of this item as referring to a direct impact on livelihood, which is not common for ICT work.

For the KRAs, an exercise was done to consolidate the existing list of 29 KRAs into a shorter list of eight KRAs. The revised list of KRAs was as follows, with the words in brackets showing how each is referred to in the analysis:

- ♀ APC is recognised as a culturally and geographically diverse network that promotes development and equality through networking and partnership (diverse network)
- ♀ APC is a vibrant space for innovation and dissemination of effective methodologies and tools for the strategic use of ICTs for development & social justice (innovation)
- ♀ APC, including the WNSP, to play a meaningful role in building the capacity of its members through workshops, peer exchange, participative project development, fundraising information and support, resource dissemination and collaboration (member capacity)
- ♀ APC's policy advocacy and networking among donors promotes the importance in ICT4D of capacity building, local ownership, human rights, social justice, and sustainable development (donor advocacy)
- ♀ There is greater awareness among CSOs of ICT policy issues (CSO awareness)
- ♀ APC's national, regional and international networking influences policy (policy influence)
- ♀ APC to be a lead actor in global ICT (policy) processes that reflect regional & national priorities & contexts (lead actors)

♀ APC members participate actively in programme activities (active members)

The analysis is presented primarily through graphs. The first set of graphs records the number of activities recorded as having significant, moderate and no relevance for each item. For most of the graphs, all programmes are scored separately, with network development, communications and strategic management all constituting separate ‘programmes’. In reality, these three ‘programmes’ are part of management systems. In order to get a better picture of what the management systems between them are ‘doing’ in the form of activities, the report includes a small set of graphs which groups them together for analysis purposes.

The first strategic priority is ‘**promoting and facilitating strategic use of ICTs by civil society organisations.**’ Here, the Communications management system, and SUCB and WNSP programmes score relatively well, while CIPP performs relatively poorly.

The second strategic priority is ‘**strengthening APC and civil society organisations’ role and engagement in ICT policy processes.**’ For this priority, CIPP performs best. Communications and WNSP also show relatively good performance on policy role, while network development does not. SUCB has no ‘significant’ activities in respect of policy role.

The third strategic priority is ‘**growing and strengthening the network of CSOs promoting the use of ICTs for social justice and development.**’ On this priority, all programmes except CIPP and SUCB perform well. Both WNSP and CIPP have some activities that do not contribute at all to this strategic priority.

For the cross-cutting issue of **sustainable development**, communications and SUCB are the best performers while WNSP is the worst. Discussions at the Latin America regional workshop suggested that there is a need for more discussion as to how one defines sustainable development in respect of ICT.

On **gender**, WNSP is the star. SUCB performs poorly on this indicator with no ‘significant’ activities. Communications is the best among the rest excluding WNSP.

For the KRAs, **diverse network** shows good performance for all programmes except SUCB. Performance on this KRA is particularly strong for CIPP.

Innovation has good performance for all programmes except CIPP. All comms, media and promotion activities are scored ‘very significant’ on this KRA.

WNSP outshines other programmes on **member capacity**, with network development also doing well. CIPP performs relatively poorly. SUCB is also not a strong performer.

CIPP and comms, media and promotion perform strongest on **donor advocacy**, with network development also – among its few activities – contributing fairly strongly.

On **CSO awareness**, SUCB is the only programme that performs badly. CIPP is clearly the star performer here, followed by communications and then WNSP.

On **policy influence**, CIPP is again the star performer. SUCB is clearly bottom of the ranking here. Network development is also a relatively poor performer.

CIPP and communications are the best performers on **lead actors**, with SUCB performing worst. WNSP also has far more activities with no impact in respect of this KRA than those which have significant impact.

For **active members**, CIPP and WNSP have very similar patterns i.e. the largest number of activities with no impact, but the second largest with significant impact. Thus the activities in these two programmes tend to be polarised between significant and no impact in this area. Network development performs specially well on this aspect.

When the **support activities** are grouped together, the grouping of activities performs best in terms of CSO network. It performs worst in respect of sustainable development, in line with the pattern for APC as a whole. These activities also have limited significance in terms of the gender-cross-cut but are relatively strong on the strategic use and policy role strategic priorities. In respect of the eight KRAs, the grouping scores very strongly on building a diverse network, and is also strong in innovation, member capacity and active members. It is weakest in respect of donor advocacy and lead actors and police influence.

An alternative way of analysing the patterns is to calculate **mean scores** for each programme in respect of each item. The mean score graph on strategic priorities shows SUCB as having the strongest average contribution to strategic use, CIPP having the strongest in respect of policy role, and network development followed by communications, media and promotion being strongest in respect of CSO network. CIPP is the weakest on both strategic use and CSO network, while SUCB is weakest in respect of policy role.

On cross-cutting, SUCB and communications, media and promotion are the leaders on sustainable development, and WNSP a very clear leader on gender. In contrast, WNSP scores the weakest on sustainable development, while SUCB lags on the gender front.

The KRA mean score graphs suggest top scorers as follows across the eight KRAs:

- ♀ Diverse network: Communications, media and promotion, but almost equally high scores for all except SUCB
- ♀ Innovation: Communications, media and promotion, closely followed by SUCB
- ♀ Member capacity: Network development, but almost equally high scores for all but CIPP
- ♀ Donor advocacy: CIPP as the leader, and SUCB as the laggard
- ♀ CSO awareness: CIPP, followed fairly closely by communications, media and promotion
- ♀ Policy influence: CIPP

- ♀ Lead actors: CIPP, again followed fairly closely by communications, media and promotion
- ♀ Active members: network development, by far

The rating of activities by staff was supplemented by engagement with member organisations at a series of regional meetings held in late 2006 and early 2007, and a ‘homework’ exercise done by members of the Executive Board.

The ‘output’ of the two exercises conducted at the regional meetings extended beyond what was envisaged by APC. It had an unintended but important positive consequence – namely alerting members to the broad scope of APC’s activities. Another, and intended, consequence was that the exercise helped members start thinking towards the strategic planning exercise that will take place for the next period. A second unintended benefit for APC was that, in explaining their ratings, members often commented more generally on an activity.

The ‘homework’ exercise for members of the executive board was designed with their oversight role in mind. EB members were thus asked to rate each of the ten activities against strategic priorities, cross-cuts and KRAs using the same scoring system used by staff.

In the regional meetings there was general agreement that all the strategic priorities were relevant for members. There was, however, sometimes less agreement as to whether both cross-cuts were as relevant for all members as the strategic priorities. Group discussions on these points illustrated the advantages of belonging to a network that can bring together different strengths to supplement an individual organisation’s weaker points. The exercise also appears to have helped members recognise shortcomings in their own activities.

There were strong indications of the need for further exploration of some of the ‘categories’ used, and in particular the cross-cuts. The discussions revealed the need for further discussion of the meaning of the cross-cut of sustainable development in particular. Some groups suggested further possible cross-cuts and priorities that will need to be discussed in the forthcoming planning process for the new period.

Comparison of the ratings by organisational members, EB members and staff suggest that staff tended to be somewhat more critical when rating the organisation’s achievements. Organisational members were most positive. Members were, however, less likely than staff to rate activities highly on gender and – to a lesser extent – donor advocacy. EB members were less optimistic than staff in respect of innovation, policy influence, and (slightly) diverse network.

There was a substantial number of activities (about 30%) in which the scoring by members or EB members differed in respect of six or more of the measures, and there were only six for which all scores were the same. The mean number of different scores per activity was 5.1 for CIPP and SUCB, 4.8 for management activities, and 3.4 for

WNSP. These noticeable differences in rating of activities by different actors is something that needs more thought.

The 'stories' told by the different managers as to how planning happened for this period were remarkably consistent. The first major planning activity for the period under review happened at the Council meeting held in Cartagena in 2003 where members worked together to develop the three general strategic priorities and two cross-cuts. After the meeting, the Board and staff developed the framework further, by defining KRAs and related activities. Each programme was responsible for developing its own KRAs, while the EB developed the 11 organisation-wide KRAs. In retrospect, there was widespread acknowledgement of the complexity – or 'large'-ness – of the framework.

Each of the managers could name areas in which they were proud of their achievements, but also all acknowledged areas where there had been challenges. The overall impression is of an organisation that is over-stretched in terms of what it is trying to do. Yet none of the programme managers felt that they had done any activities that fell outside the KRA.

All managers said that they were using the KRAs as a reporting framework, but all were also using them beyond this as a way of organising work, monitoring activities, and supervising and monitoring staff.

Overall, the MTA process has produced several 'outputs'. The first output is the basis of a monitoring system that has been proved to work for the purpose of this assignment, and that – with minor amendments – should work even better as an ongoing monitoring and management tool. The second output is increased awareness among members of the very wide range of activities in which APC has engaged over the last few years. The third output consists of indications as to issues that should be considered when drawing up the new strategic plan. A fourth output is a relatively clean 'bill of health' for the organisation as a whole in terms of matching activities to plan, and an overall feeling that the priorities determined for the organisation at the beginning of the period were still valid and important for organisational members. Virtually all organisations who participated in the regional meetings said that all three strategic priorities were relevant for them, and that they were actively contributing to achieving them. None expressed any opposition to either of the two cross-cutting issues, but some said that these were not a particular focus or interest for their organisation.

Background

APC is currently operating in terms of a strategic plan that covers the period 2004-2008. In late 2006 it commissioned a mid-term assessment (MTA). The main aim of this exercise was to assess progress to date in meeting the objectives set for the five-year period. A secondary aim was to encourage discussion among staff and members that would assist in the planning for the next five-year period.

The main body of this report records analysis of data from a database of activities set up to provide input for the MTA. The database was intended as a structured way of 'measuring' the extent to which APC's activities since 2004 have been in line with the strategic plan and have contributed to its objectives. A second intention was that if the database proved to be a useful tool, it would be maintained as an ongoing record of activities, as part of the organisation's monitoring and evaluation (M&E) system.

The analysis of the database is supplemented by discussion of feedback on the rating recorded in the database by APC member organisations and members of the Executive Board (EB). The report also discusses reflections of APC managers on how strategic planning was conducted for this period, and whether and how the programmes for which they are responsible had measured up to expectations. The full experience of the various parts of the scoring exercise was also discussed at an APC management meeting in early August 2007.

Several points are important to note if one is to understand the analysis presented below of the contents of the database. Firstly, the activities covered relate to 'delivery'. The database is not intended to cover basic management activities related to the organisation. Secondly, the database records activities that have been done, rather than activities that are planned.

For purposes of the MTA, all staff involved in delivery were responsible for inputting the activities for which they are responsible. Where more than one staff member was involved in an activity, the person with greater responsibility was required to record this activity. There should thus be no duplication in recording of activities as this is intended as a record of activities rather than a record of what individual people have done. (In later discussions, a programme manager noted that an unexpected positive consequence of the staff coding was that it allowed staff to 'find' their work and themselves in the organisation as a whole. This was affirming for staff.)

The activities were meant to be delineated at a high enough level so as to ensure that no staff member was responsible for recording more than ten activities. For example, if the project had been responsible for the commissioning of three research papers, these should have been described as a single activity. The database was thus intended to be a record which is not so detailed as to be overwhelming (too many trees that hide the forest), but also not so summarised as to disallow meaningful analysis.

The database was eventually compiled in two stages. This was not part of the initial plan, but emerged as the best approach after discussion of the report based on the first set of activities. The first set of activities was entered into the database by staff in the run-up to the first Africa regional meeting in late 2006. A total of 86 activities were entered, and an analytical report drawn up analysing them. The first report had two purposes. Firstly, it was intended to stimulate discussion of ‘what worked’ and ‘what did not work’ so that a decision could be taken as to whether this would be a useful monitoring tool and, if so, what refinements were necessary. Secondly, it was intended to demonstrate the types of analysis that are possible.

In practice, discussions and the regional meetings in Africa and Latin America together with the report served a third purpose in highlighting aspects that could be improved both in terms of the structure and components of the database, and the definition of activities. For example, the exercise revealed confusion around the concept of ‘project’ and the need to define this more tightly. The exercise also showed a bias towards African and Latin American activities because of the impending regional conferences. Analysis further revealed that staff had focused primarily on more recent activities, leaving out many that had taken place in 2004 and 2005.

In the first round, in addition to completing the on-line entries, each staff member was asked to compile a short document describing the experience of filling in the database. The document was meant to record problems encountered as well as any ‘learnings’ or realisations that occurred to the staff person while filling in the entries. Very few such documents were received because the exercise was done under extreme time pressure in the run-up to the Africa regional meeting. Instead, the first report and the experience of filling in the activities were discussed at an APC staff meeting held in early 2007.

After the staff meeting, the database was refined to address identified weaknesses. Staff were also asked to reconsider the activities entered, amend those that needed refinement, and add activities that were undertaken but not yet recorded. This report reflects analysis of the resultant ‘improved’ database. It includes two types of analysis. Firstly, it includes analysis that can inform the MTA. Secondly, it includes some details on the more technical aspects of the database that will assist APC in further refining this tool for ongoing monitoring and evaluation purposes by identifying remaining weaknesses either in the design or in how staff are filling in activities.

Despite some teething problems and gaps in the data, there is sufficient information in the database to provide useful learnings. One of the major sources of gaps in the current database – incomplete memory due to the lapse of time – will no longer be relevant when this database becomes a standard part of APC’s regular recording of activities.

What is in the database?

A total of 219 activities were entered into the database, by a total of 21 staff members. APC has a total of 30 full- or part-time staff, some of whom play administrative and management functions and would thus not bear primary responsibility for activities to be

recorded on the database. Others would be involved in activities, but not play a leadership role and thus not have been required to make entries because of the no-duplication approach. The database can thus be regarded as a good record of APC activities.

These 219 activities are listed in Appendix A ordered by programme.

As noted above, staff members were requested to enter up to a maximum of about ten activities each. Table 1 shows that the number of activities entered per staff member ranged from one (for three staff) to 46 (for Valeria Betancourt). The ‘All activities’ columns include all activities recorded on the database. The ‘APC only’ columns exclude activities categorised as ‘participation in events organised by others’. These columns thus account for a total of 179 activities rather than 219. Both sets of information are included because staff treated participation in activities organised by others differently – some including these activities and others excluding them. There are good arguments for both positions. On the one hand, these activities take up staff time and resources and participation in partner events is consistent with the fact that APC works actively with partners and other networks. On the other hand, they can distort the picture of what APC itself actually does. In future, though, APC will need to have a consistent position on whether or not these activities are included.

Table 1 Number of activities by staff member

Staff member	All activities	APC only	Staff member	All activities	APC only
Ann Tothill	1	1	Jennifer Radloff	19	14
Abiodan Jagun	1	1	Katerina Fialova	9	9
Analia Lavin	3	3	Karel Novotny	2	2
Anna Feldman	4	4	Karen Banks	17	17
Anriette Esterhuysen	8	8	Karen Higgs	4	4
Chat Garcia Ramilo	26	19	Lenka Simerska	6	5
Cheekay Cinco	5	2	Sarah Tomas	2	2
Daphne Plou	25	18	Valeria Betancourt	46	35
Erika Smith	13	11	Vanessa Purper	3	3
Frederic Dubois	1	1	Willie Currie	22	19
Jac Kee	2	1			

One of those who offered only one activity explained that she was new to the organisation. The reason for other unusually high or low numbers needs to be investigated for what it says about the proposed approach. This can be done by the working group that APC undertook to set up at the August 2007 management meeting.

Permanent staff for whom no activities are recorded are: Estelle Baker, Maya Sooka, Fatima Bhyat, Adolfo Dunayevich, Clio Bugel, and Riff Fullan. All of these except Clio, Riff (and Adolfo) perform primarily financial, management and technical functions and would therefore not have activities to record in the database.

Table 2 shows the breakdown by programme and management systems. The inclusion of only one activity under ‘strategic management’ reflects the decision that the database would not cover management activities, together with the overlap between strategic

management and network development. The relatively small number under network development reflects the fact that much of the activity undertaken by this management system is reflected as CIPP activity. The relatively small number under SUCB could reflect the lack of funding for this particular programme as well as overlap with network development.

Nevertheless, the vast differences in number of activities per programme suggest that there might be some unevenness in the level of detail with which activities are being defined. To assist judgements in this respect, the final column of the table shows the number of full-time equivalent (FTE) staff employed on each programme in early 2007. Judgements must, however, take into account unequal changes in staffing across programmes, the fact that some staff undertaken more management and administration activities than others, and the fact that some programmes use consultants to assist with some of the activities.

Table 2 Number of activities by programme and management system

Programme	All activities	APC only	Staff (FTE in 2006)
CIPP	82	68	2.75
Comms, media and promotion	7	7	2.65
Network development	13	13	2.8
Strategic management	1	1	1
SUCB	11	11	2.7
WNSP	105	79	5.7
Total	219	179	

Comparison of the ‘All activities’ and ‘APC only’ columns in Table 2 reveals that CIPP and WNSP staff included activities reflecting participation in events organised by others, while staff from the other programmes did not.

The database provides a pre-defined set of categories, and each activity must be classified under the category that provides the best fit. Table 3 shows a predominance of ‘events’, with events organised by APC and participation in events organised by others accounting for 84 of the total of 219 activities. Future versions of the database might need to distinguish more between different types of events. In particular, it would be important to distinguish events that are clearly designed as capacity building interventions from others. A management meeting during August 2007 agreed that activity type should in future distinguish between (a) participation in APC-organised activities; (b) participation in other’s activities where participation involves more than simply attending e.g. running a workshop, making a presentation; and (c) participation that is simply attendance.

Other very common activities are information dissemination and advocacy through policy processes, campaigns and the like.

Table 3 Number of activities by category

Category	Activities
Events organised by APC	42
Participation in events organised by others	42
Information dissemination	32
Advocacy: policy processes, campaigns, etc	22
Development of tools and resources	17
Research and monitoring	17
Participation in networks and partnerships	15
Consultancies	12
Member development and participation	10
Governance	4
Online collaboration spaces	4
Other	2
Total	219

Table 4 provides a simultaneous breakdown by programme and category for all programmes or management systems with more than 10 activities recorded. This reveals that events organised by APC are found in all programmes, while participation in events organised by others is recorded only for CIPP and WNSP. The resultant patterns are therefore to some extent misleading as staff from the other two programmes and systems have almost certainly also participated in events organised by others, although maybe not to the same extent as CIPP and WNSP staff. For WNSP, events organised by others accounts for more than a quarter of all activities recorded. This could reflect the nature of this programme, one of whose aims is to encourage women's participation.

Table 4 Number of activities by programme and category

Category	CIPP	Network dev't	SUCB	WNSP
Member development and participation		6		4
Advocacy: policy processes, campaigns, etc	16			6
Consultancies	3			9
Development of tools and resources	7		3	6
Events organised by APC	17	2	3	20
Governance		2		1
Information dissemination	13		2	13
Online collaboration spaces	1	1	1	1
Other			2	
Participation in events organised by others	15			27
Participation in networks and partnerships	3	1		11
Research and monitoring	7	1		7
Total	82	13	11	105

In the first round, classification by 'project' was not very successful. At that point the project field was open-ended, and this resulted in a wide range of entries that were difficult to analyse. For the second phase, the project field was pre-defined. The field was meant to be compulsory, but for some reason no information was recorded for seven of the 219 activities. Of the remaining, 96 activities had project recorded as 'not applicable', one simply had 'project', and three had 'ongoing initiative'.

The listing in Table 5 does, nevertheless, provide some interesting information. For example, it shows a total of 43 activities against the LAC ICT Policy Monitor as against only 8 for the Africa Policy Monitor. This partly reflects the lack of dedicated funding and staff members for the Africa Policy Monitor for some of the period. It is also possible that, because a person is not currently in place, some activities undertaken during the period have not been recorded. A further reason for the imbalance could be that the staff member responsible for the LAC Policy Monitor was the person who entered the most activities overall and this might be because she tended to define her activities in more detail than others and because she included participation in events organised by others. Thus 11 of the 43 activities recorded for the LAC Policy Monitor reflect participation in events organised by others.

Table 5 Number of activities by project

Project	All activities	APC only
AAW	10	6
Africa ICT Policy Monitor	8	5
Capacity for Community Wireless Networking	2	2
CATIA	10	10
Eassy Mombasa Consultation	2	2
Foss Prize	1	1
GEM	23	18
Genardis	6	6
Gender ICT Awards	4	4
IMARK	1	1
LAC ICT Policy Monitor	43	32
National ICT Policy Portals	2	2
Ongoing initiative	3	3
Project	1	1
Not applicable	96	79
Total	212	172

To monitor whether the pre-defined project field was capturing all projects, the database allowed for entry of 'other project' details if the activity did not fit into any of the pre-defined projects. Analysis of the entries suggests that Gender and ICT policy advocacy should be added to the pre-defined projects as 25 activities were recorded against this. Some other free entries were able to be allocated to pre-defined projects. Remaining free entries in the 'other project' field which could not be so allocated were: ActionApps project, APC Africa ICT Policy Monitor, APC FOSS Project preparation activities), BCO Coordination, GRACE, Harambee, Language resources and capacity, MEF, None, OSI policy project, Policy Advocacy - SDC, VAW and ICTs, and Women into IT. None of these had more than two activities recorded against it.

In the first phase, recorded activities were concentrated in Africa and Latin America and the Carribean (LAC). This reflected the fact that the activities were input in the run-up phases for meetings in these regions, and extra emphasis was thus placed on ensuring that activities in these regions were recorded. In the second phase, an effort was made to have

a fuller, and more balanced, reflection of activities across all regions. The database structure was also amended to allow for more than one region to be specified for each activity.

Table 6 gives the count of activities by region or combination of regions as entered into the database. Two counts are provided for each region/grouping of regions. The first reflects all activities recorded, while the second excludes activities reflecting participation in events organised by others.

On the first count, international and Latin America emerge as the clear leaders for single-region entries. The large number for Latin America could again partly reflect the diligence of the region’s ICT policy monitor coordinator in entering detailed activities as well as her inclusion of participation in events organised by others. The impact of including the latter activities is borne out by the differences in respect of the ‘Latin America’ row between the 64 activities in total, as against 48 after excluding participation in events organised by others. Africa is also firmly ahead of Asia/Australia and Europe. APC is well aware of this bias. On the second count, international emerges more clearly as the leader in terms of number of activities. Most of the single region counts show a significant drop when we exclude attendance at events organised by others.

Table 6 Activities by specified region/s

Region	All activities	APC only
Africa	43	35
Africa, Asia/Australia, Europe, Latin America	1	1
Africa, Asia/Australia, Europe, Latin America, North America	1	1
Africa, International	1	0
Asia/Australia	18	13
Asia/Australia, Europe, Latin America, International	1	1
Asia/Australia, International	1	1
Asia/Australia, Latin America	1	1
Europe	14	11
Europe, North America	1	1
International	68	61
Latin America	66	48
Multi-region	2	2
North America	1	1
Total	219	177

Table 7 presents the same basic information in a different way. This table counts the number of activities for which a particular region is specified, whether or not other regions are also specified. This different way of presenting the information does not significantly change the picture presented by the previous table. This table reveals that participation in events organised by others was recorded across all regions. The proportion of activities in this category is largest for Europe, and very similar for Latin America, Africa and Asia.

Table 7 Activities by region

	Africa	Asia	Europe	Latin America	North America	International
All activities	46	23	18	70	3	71
APC only	37	18	13	53	3	61

In later discussions, several managers felt that recognition of the unevenness in terms of regional and language spread was one of the greatest learnings from the exercise. The realisation of this uneven spread was further emphasised during the regional meeting exercises.

For the first phase, the database included a donor field. This did not allow easy analysis. One reason for this was that some activities had multiple donors. As a result, tabulation of the entries generates a list of about 50 different combinations. It was agreed that information on donors was not essential for monitoring and evaluation purposes foreseen for this database.

The recording of the ‘date’ of an activity – when it occurred – remains very messy. Simplistic analysis yields over 45 different ways in which the date was expressed. Table 8 is the result of translating each of these different expressions into the year/s which they represent. Thus, for example, ‘ongoing’ was translated into activities for 2004, 2005, 2006 and 2007. The table suggests that, unless there has been a significant increase in activity within APC, earlier activities continue to be under-recorded in comparison with later ones. Participation in events organised by others is spread relatively evenly across the years 2004 to 2006. The columns for 2003 and 2008 are retained to show that in some cases staff recorded activities beyond the period under review. In some cases, these were activities extending into the review period, for example an activity spanning 2003 and 2004. The 2008 activities reflect two that started in 2006 and are planned to continue up until 2010.

Table 8 Number of activities by year in which undertaken

	2003	2004	2005	2006	2007	2008
All activities	8	76	109	121	42	2
APC only	8	66	94	105	41	2

The August 2007 management meeting agreed that the revised database should include a separate variable for each year. This would allow for capture of both one-off activities and those that span several years. Staff must also reminded that the database is intended to reflect activities undertaken rather than those that are planned.

For the second phase, staff were asked to indicate the language/s in which the activity was undertaken. More than one language was allowed per activity. This should have allowed for full recording of activities that included different components (e.g. workshops, publications) in multiple languages. A total of 179 of all activities had information entered. Of these, 13 were recorded as ‘not applicable’, leaving 166 with language information.

Table 9 gives the count for each of the combinations. This table does not give a clear picture of the number of activities for each language, but instead shows the number with different combination. The table provides the count for each combination in respect of all activities, APC only activities (i.e. excluding events organised by others), and activities classified under the category ‘information dissemination’. English emerges as the leader for single-language activities. It is, however, closely followed by Spanish, perhaps reflecting the large number of activities recorded for the LAC ICT policy monitor coordinator. English is included in all but one activity for which more than one language is specified. Comparison of the ‘All activities’ and ‘APC only’ columns reveals that only 24 activities categorised as participation in activities organised by others were classified by language. Virtually all of these were classified as either English or Spanish. The information dissemination column shows the same predominance of English, with only four of the 24 activities recorded not being done in English. However, only half of all the information dissemination activities were done in only one language, while this was the case for nearly three-quarters (122) of the total of 166 activities for which language was recorded.

Table 9 Number of activities by language combinations

Language	All activities	APC only	Information dissemination
English	63	44	9
English, French	19	17	3
English, Spanish	13	11	4
English, Spanish, French	5	5	3
English, Spanish, French, Portuguese	1	1	
English, Spanish, French, Portuguese, Arabic	1	1	
English, Spanish, Portuguese	1	1	1
French	1	1	
Portuguese	2	2	
Spanish	56	42	3
Spanish, Portuguese	1	1	1
Other	3	3	
Total	166	142	24

Table 10 gives the number of activities for which any particular language was specified, whether alone or in combination. This table gives an even clearer dominance to English. It also gives a special boost to French, which is found only once on its own, but relatively often in combination with other languages.

Table 10 Number of activities by language

English	Spanish	French	Portuguese	Arabic
103	78	27	6	1

At the August 2007 management meeting, participants agreed that the findings in respect of language and regional spread had been among the important learnings from the MTA analysis.

Rating

For the first phase, the database asked for classification of activities according to DGIS (Dutch Ministry of Foreign Affairs) themes and BCO outcomes, and ratings in respect of APC's strategic priorities, cross-cutting themes, and key result areas (KRAs). For the second phase the DGIS themes were abandoned. The reasons for this included that each of these was relevant only for a subset of activities, and that the issues covered by the DGIS themes were usually already reflected in APC's own indicators.

For the BCO outcomes, a maximum of one outcome could be specified for each activity. One activity had this variable left blank, 36 specified that no BCO outcomes were relevant, and 6 had BCO outcomes specified as 'not applicable'. It is not clear how staff chose between 'none' and 'not applicable'. The confusion would have been heightened by the fact that BCO focused on Africa and South Asia. This field will probably not be retained for the ongoing database. Of the actual outcomes, gender equality and informed, inclusive debate both score highly. Capacity of poverty-focused southern civil society organisations scores much lower, and evaluation of poverty impact is recorded against only three activities. This probably reflects an understanding of this item as referring to a direct impact on livelihood, whereas poverty impact can be understood in other ways and is apparently understood differently by BCO funders.

Table 11 Number of activities by main BCO outcome

BCO Outcome	Activities
Gender equality and womens empowerment promoted through ICD and in the ICD sector	77
Increased capacity, networking and influence of poverty focused southern based civil society organisations, through their strategic use of ICD	14
Informed and inclusive debate and policy dialogue around ICDs role in mainstream development agendas	82
Poverty impact of ICD evaluated and disseminated to key development audience	3
None	36
Not applicable	6
Total	218

In respect of the KRAs, an exercise was done prior to the first phase to consolidate the existing list of 29 KRAs into a shorter list of eight KRAs. This involved, among others, abandoning separate KRAs for the different programmes, as well as grouping together similar KRAs. KRAs relating to internal development and functioning of APC were omitted because of the focus on externally directed activities.

The revised list of KRAs was as follows, with the words in brackets showing how each is referred to in the analysis which follows:

- ♀ APC is recognised as a culturally and geographically diverse network that promotes development and equality through networking and partnership (diverse network)

- ♀ APC is a vibrant space for innovation and dissemination of effective methodologies and tools for the strategic use of ICTs for development & social justice (innovation)
- ♀ APC, including the WNSP, to play a meaningful role in building the capacity of its members through workshops, peer exchange, participative project development, fundraising information and support, resource dissemination and collaboration (member capacity)
- ♀ APC's policy advocacy and networking among donors promotes the importance in ICT4D of capacity building, local ownership, human rights, social justice, and sustainable development (donor advocacy)
- ♀ There is greater awareness among CSOs of ICT policy issues (CSO awareness)
- ♀ APC's national, regional and international networking influences policy (policy influence)
- ♀ APC to be a lead actor in global ICT (policy) processes that reflect regional & national priorities & contexts (lead actors)
- ♀ APC members participate actively in programme activities (active members)

Analysis through graphs

This section presents graphs of analysis using the various APC measures. The first set of graphs records the number of activities recorded as having significant, moderate and no relevance for each item. For each of the graphs, the activities are grouped by programme.

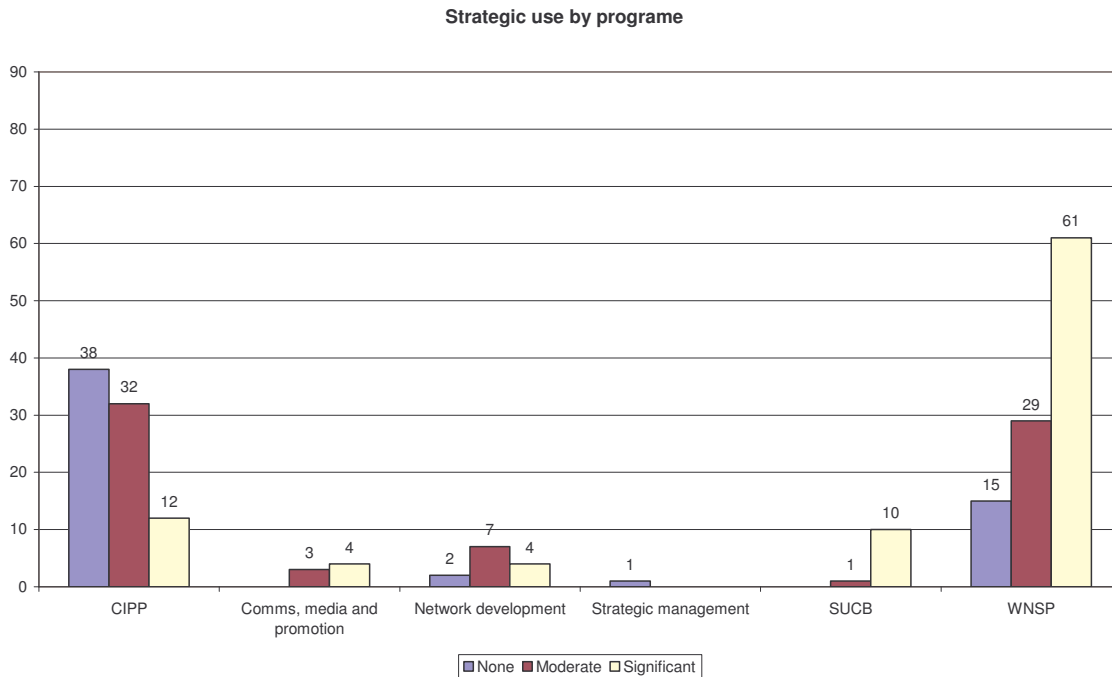
Because of the differing numbers of activities recorded for each programme, the absolute height of the columns in these graphs is less important than the relative pattern between the three ratings. To facilitate comparisons between different graphs, the height of the axes have been standardised as far as possible. Exceptions are made where necessary – for example, in scoring of gender in light of virtually all WNSP activities being rated highly on this issue.

For the main set of graphs, all programmes are scored separately, with network development, communications and strategic management all constituting separate 'programmes'. In reality, these three 'programmes' are part of management systems and thus engage in many activities that constitute 'support' for the programmes and their activities rather than full-scaled activities in their own right. In order to get a better picture of what the management systems between them are 'doing' in the form of activities, the report includes a small set of graphs which groups them together for analysis purposes.

A short paragraph before each graph highlights the main patterns. These paragraphs ignore strategic management given that it has only one activity. This 'programme' is included on the graph to show the rating of that activity.

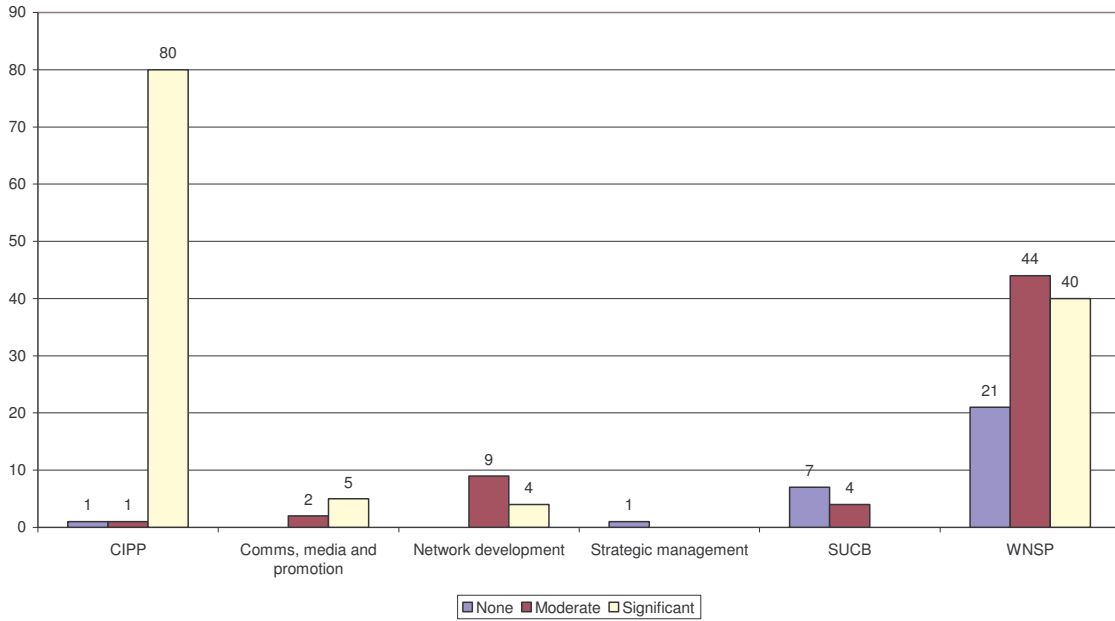
Strategic priorities

The first strategic priority is ‘promoting and facilitating strategic use of ICTs by civil society organisations.’ For strategic use, the Communication management system, and SUCB and WNSP programmes score relatively well, while CIPP performs relatively poorly. SUCB, as might be expected from its names, is the programme with the most consistently high scores. The Network development management system’s activities score moderately on this strategic priority.



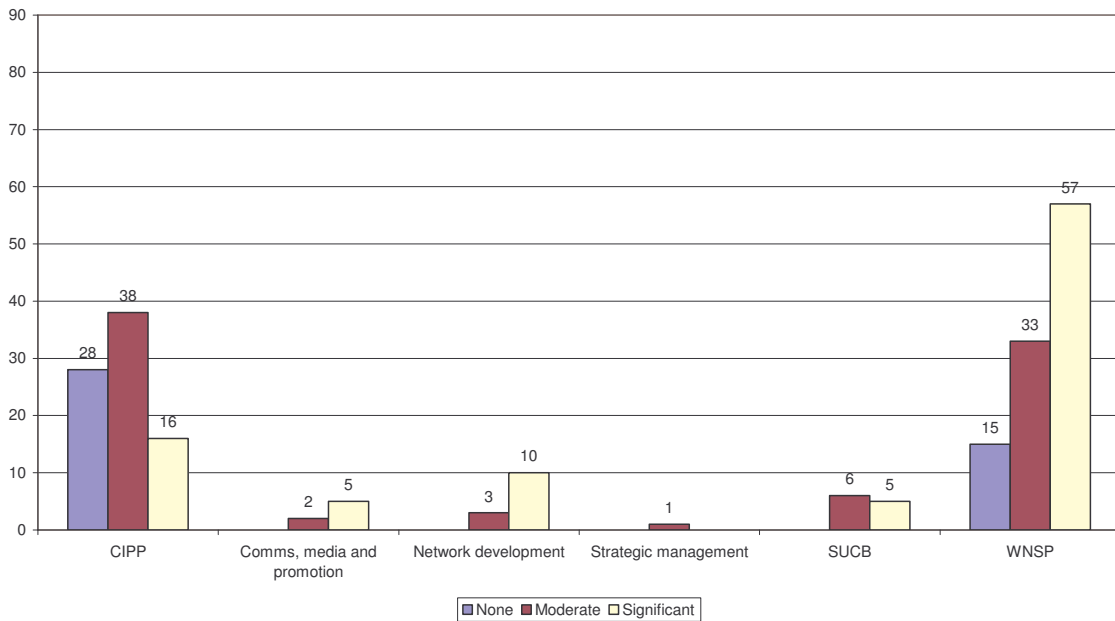
The second strategic priority is ‘strengthening APC and civil society organisations’ role and engagement in ICT policy processes.’ For this priority, CIPP performs best, which is what one would expect and hope. Staff of CIPP might want to think carefully whether they automatically gave the top ranking on this aspect to all their activities, or whether they considered carefully. Similar thought would need to be given in other cases, e.g. by WNSP on the gender ratings. Communications and WNSP also show relatively good performance on policy role, while network development does not. SUCB has no ‘significant’ activities in respect of policy role.

Policy role by programme



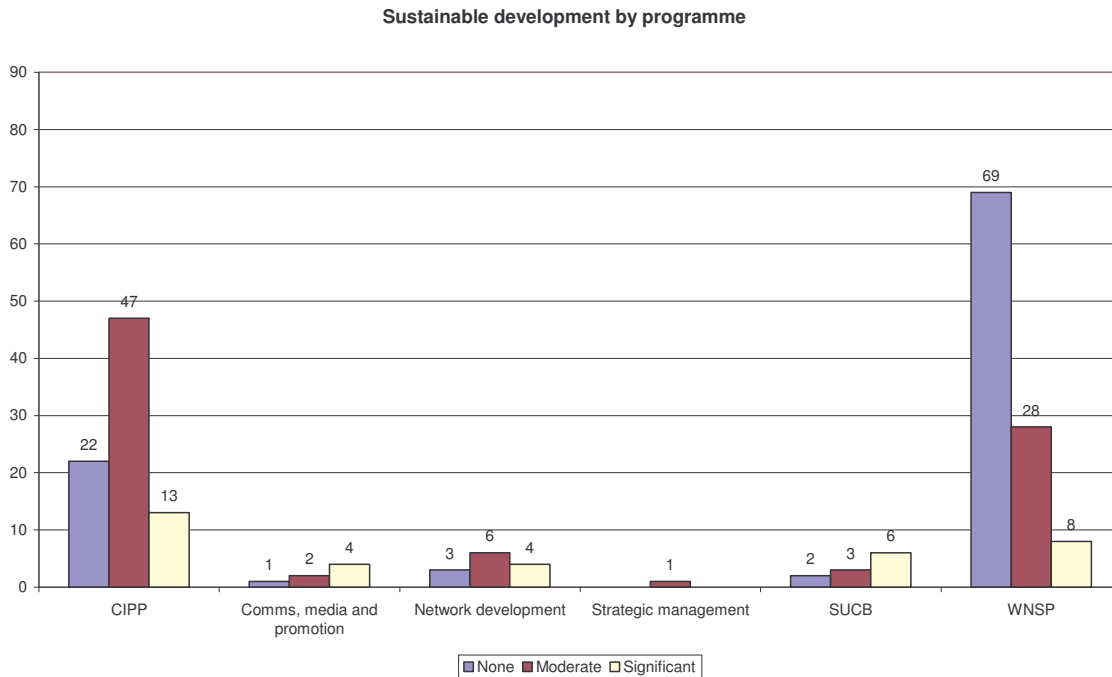
The third strategic priority is ‘growing and strengthening the network of CSOs promoting the use of ICTs for social justice and development.’ On this priority, all programmes except CIPP and SUCB perform well. Both WNSP and CIPP have some activities that do not contribute at all to this strategic priority.

CSO network by programme



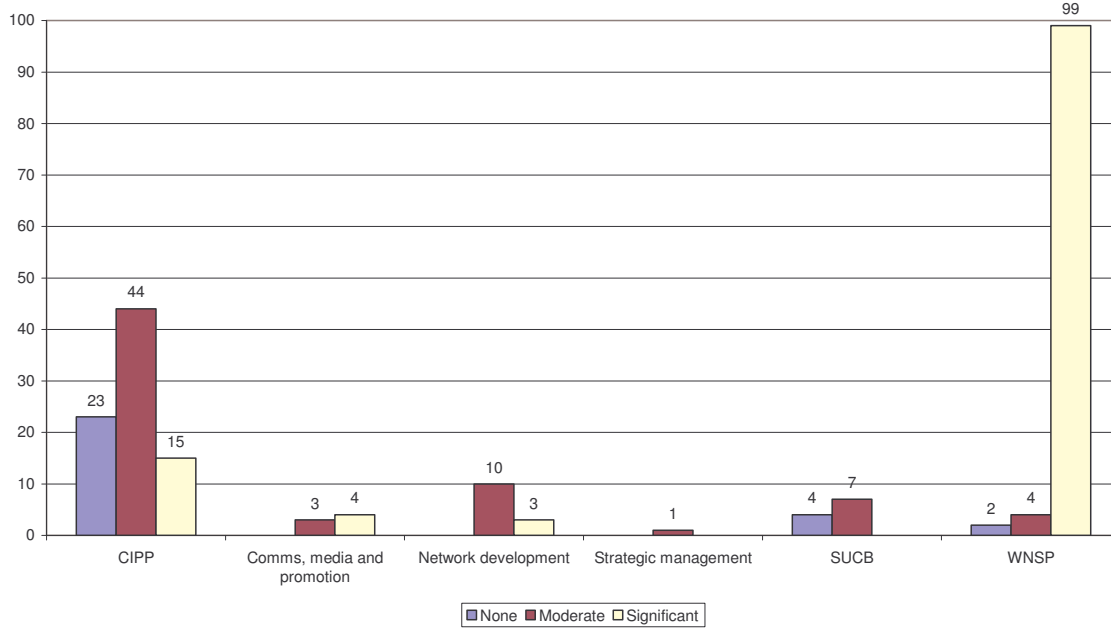
Cross-cutting issues

For sustainable development, communications and SUCB are the best performers while WNSP is the worst. Discussions at the Latin America regional workshop suggested that there is a need for more discussion as to how one defines sustainable development in respect of ICT.



On gender, WNSP is the star, but with the interesting (honest!) rating of ‘none’ for two activities. SUCB performs poorly on this indicator with no ‘significant’ activities. Communications is the best among the rest excluding WNSP.

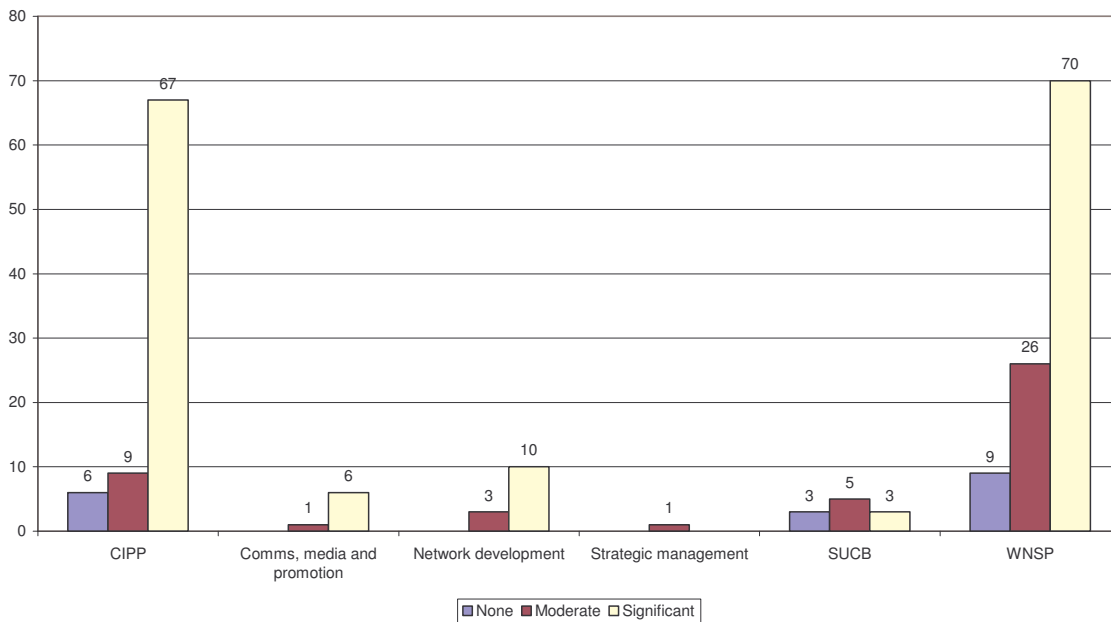
Gender by programme



Key Result Areas

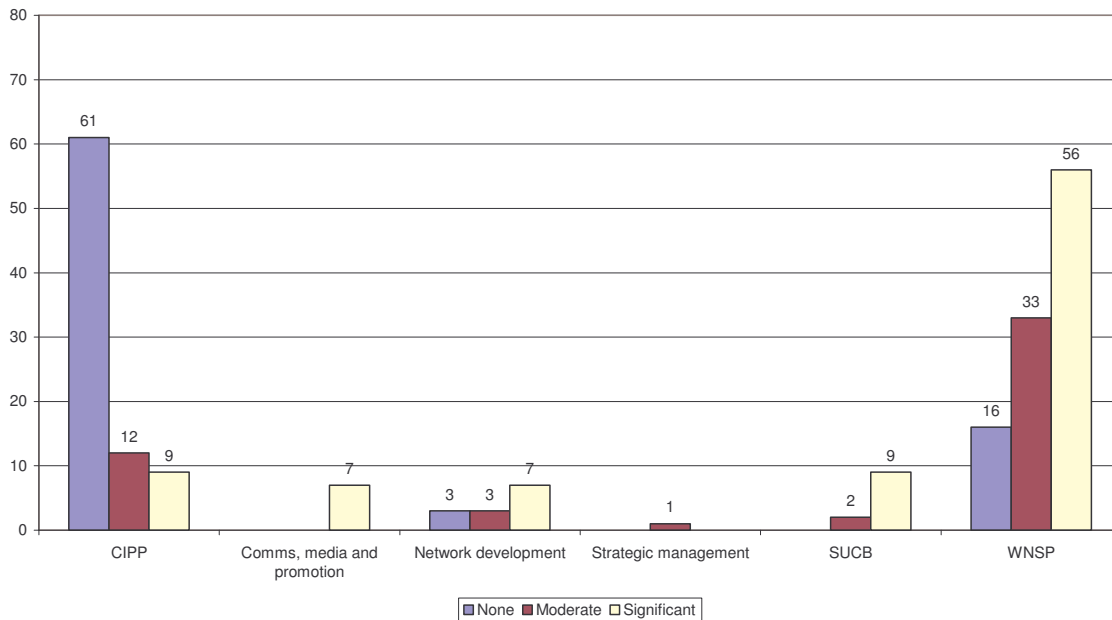
Diverse network shows good performance for all programmes except SUCB. Performance on this KRA is particularly strong for CIPP.

Diverse network by programme



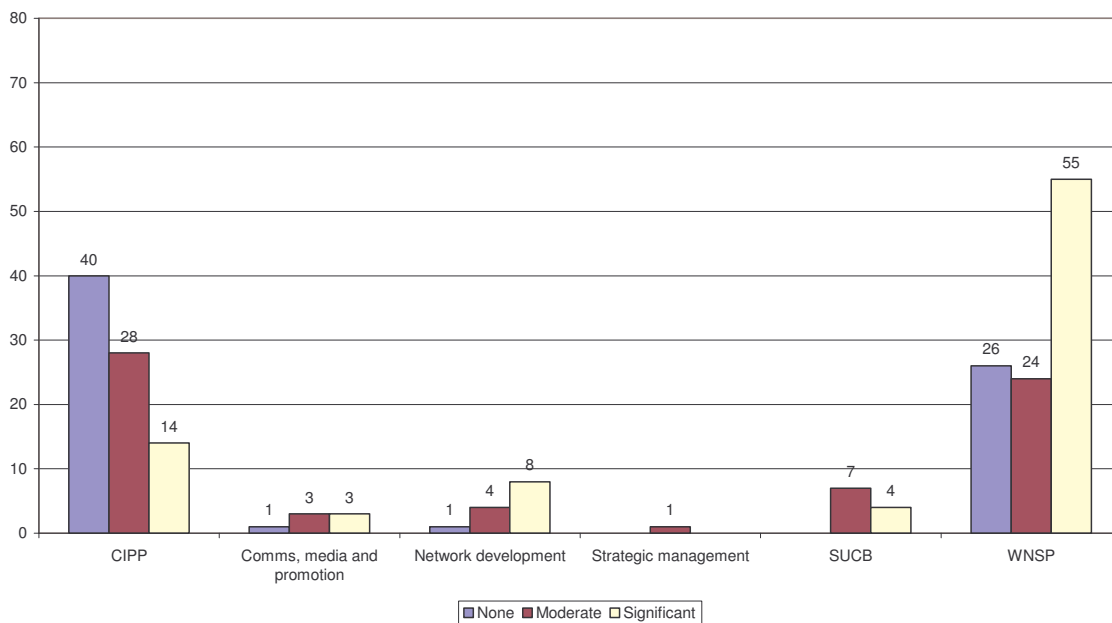
Innovation has good performance for all programmes except CIPP. All comms, media and promotion activities are scored very significant on this KRA.

Innovation by programme



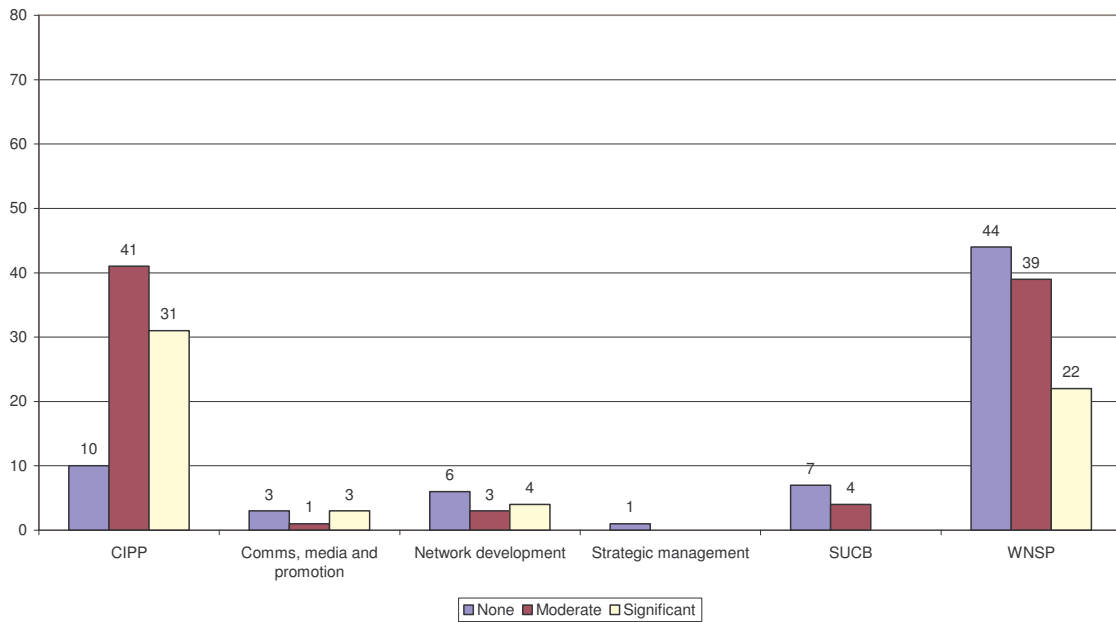
WNSP outshines other programmes on member capacity, with network development also doing well. CIPP performs relatively poorly. SUCB is also not a strong performer.

Member capacity by programme



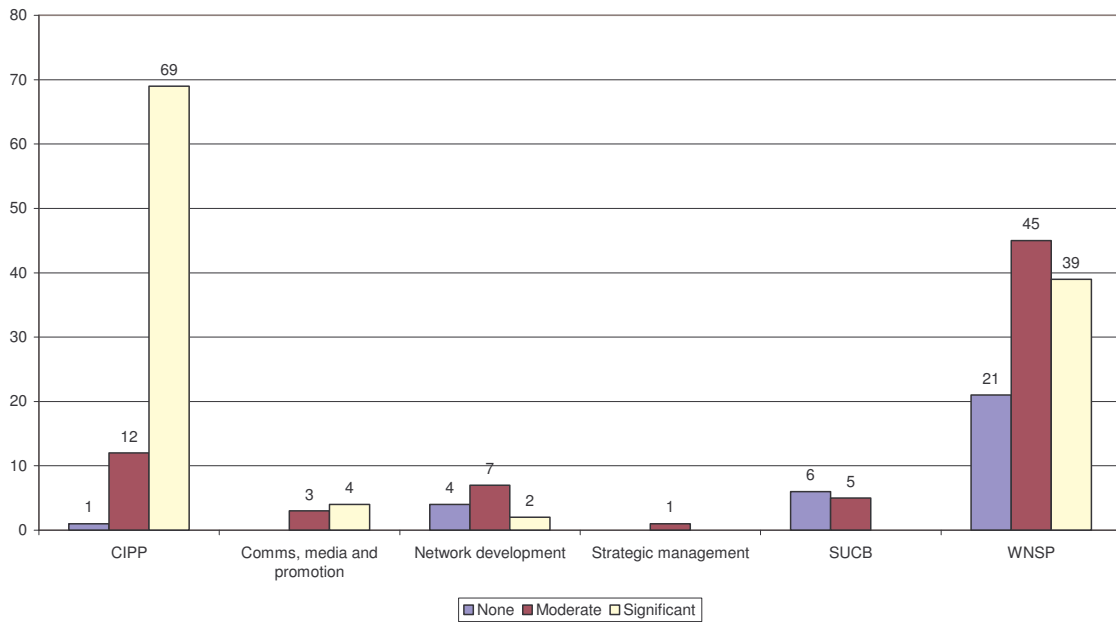
CIPP and comms, media and promotion perform strongest on donor advocacy, with network development also – among its few activities – contributing fairly strongly.

Donor advocacy by programme

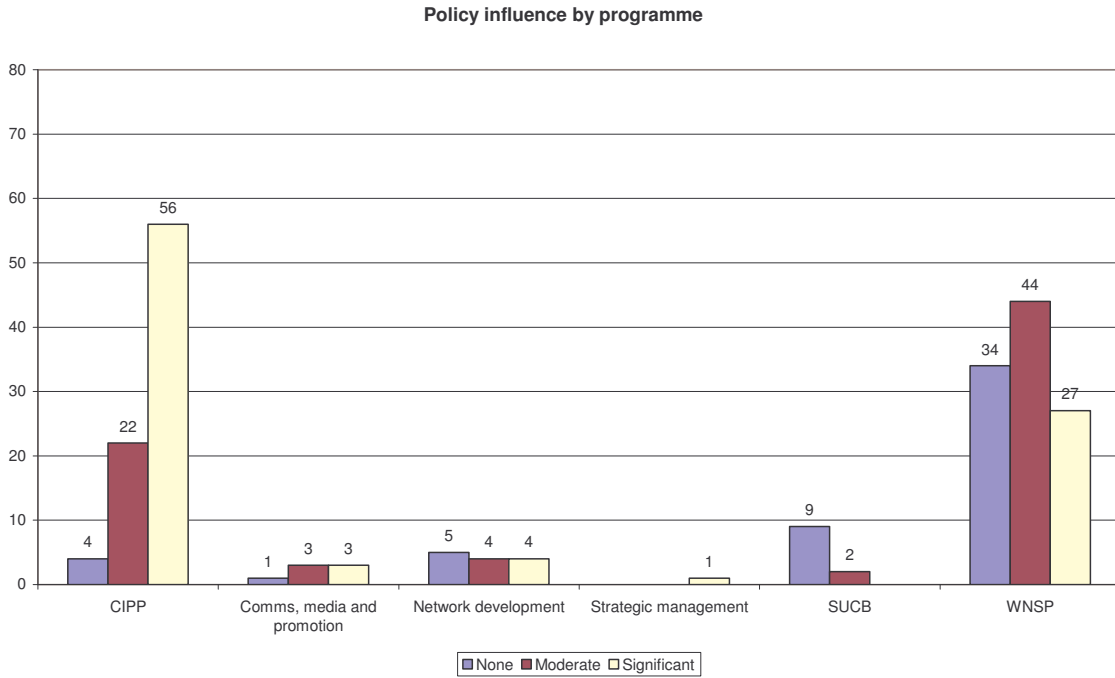


On CSO awareness, SUCB is the only programme that performs badly. CIPP is clearly the star performer here, followed by communications and then WNSP.

CSO awareness by programme

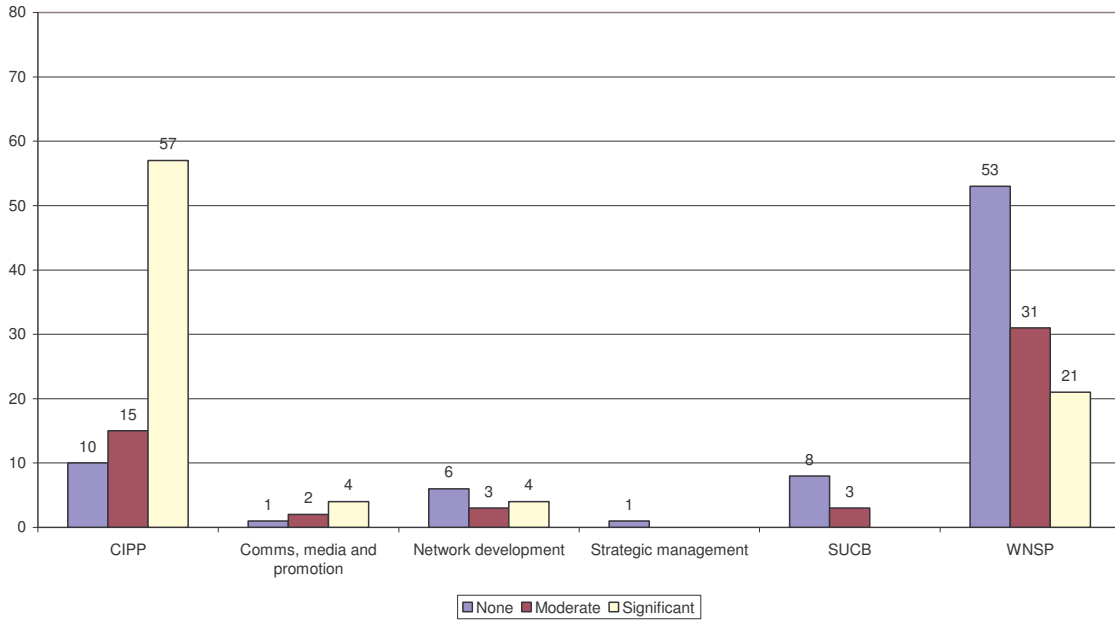


On policy influence, CIPP is again the star performer. SUCB is clearly bottom of the ranking here. Network development is also a relatively poor performer, while comms, media and promotion is relatively good.



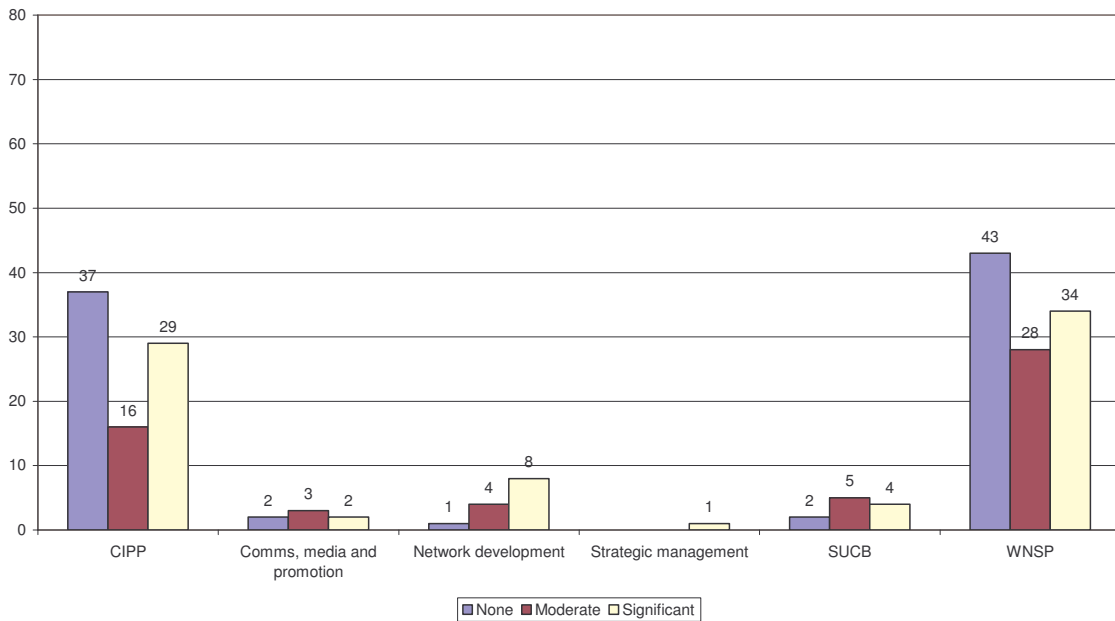
CIPP and communications are the best performers on lead actors, with SUCB performing worst. WNSP also has far more activities with no impact in respect of this KRA than those which have significant impact.

Lead actors by programme



For active members, CIPP and WNSP have very similar patterns i.e. the largest number of activities with no impact, but the second largest with significant impact. Thus the activities in these two programmes tend to be polarised between significant and no impact in this area. Network development performs specially well on this aspect.

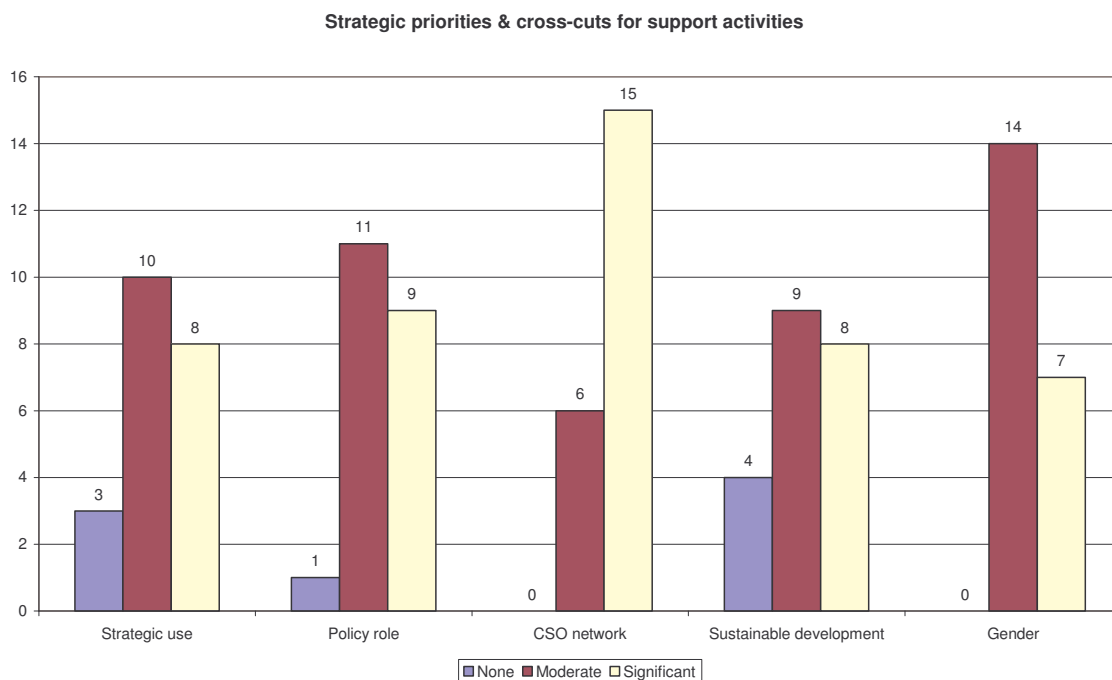
Active members by programme



Support activities

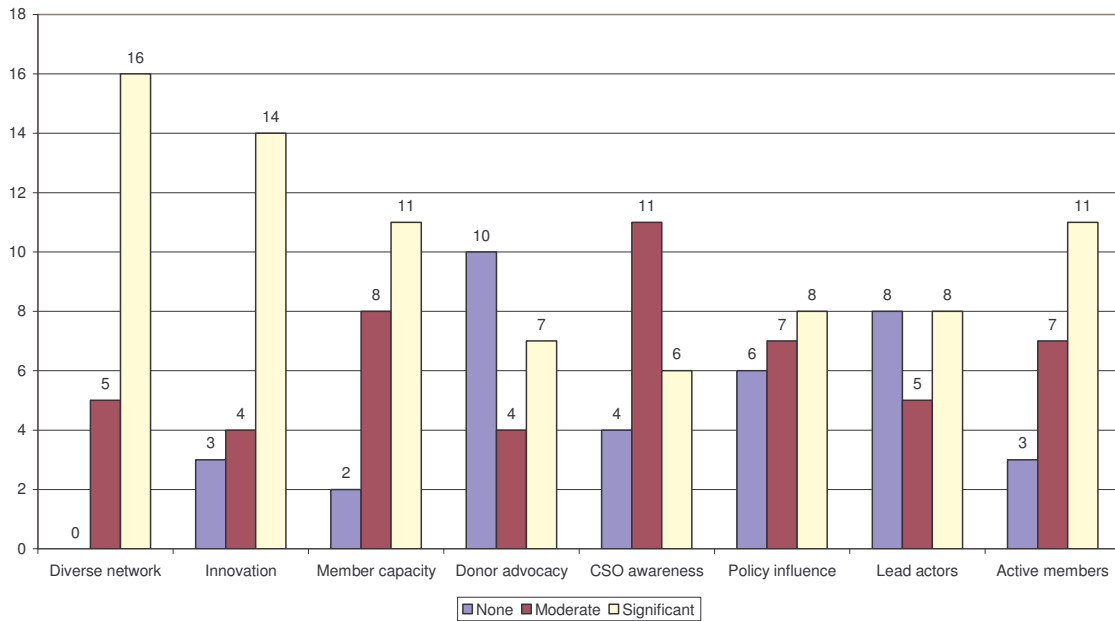
The following graphs reflect the composite patterns obtained by grouping together the three areas of activities that have been categorised as separate ‘programmes’ above but that in reality tend to involve support activities. There are strategic management, network development, and communications.

The first graph examines the patterns in respect of the three strategic priorities and two cross-cutting issues. It suggests that, as expected, this grouping of activities performs best in terms of CSO network. It performs worst in respect of sustainable development, in line with the pattern for APC as a whole seen above. These activities also have limited significance in terms of the gender-cross-cut but are relatively strong on the strategic use and policy role strategic priorities.



The second graph reflects the pattern in respect of the eight KRAs. Here the activities score very strongly on building a diverse network, and are also strong in innovation, member capacity and active members. The grouping is weakest in respect of donor advocacy and lead actors and police influence.

Strategic priorities & cross-cuts: KRAs

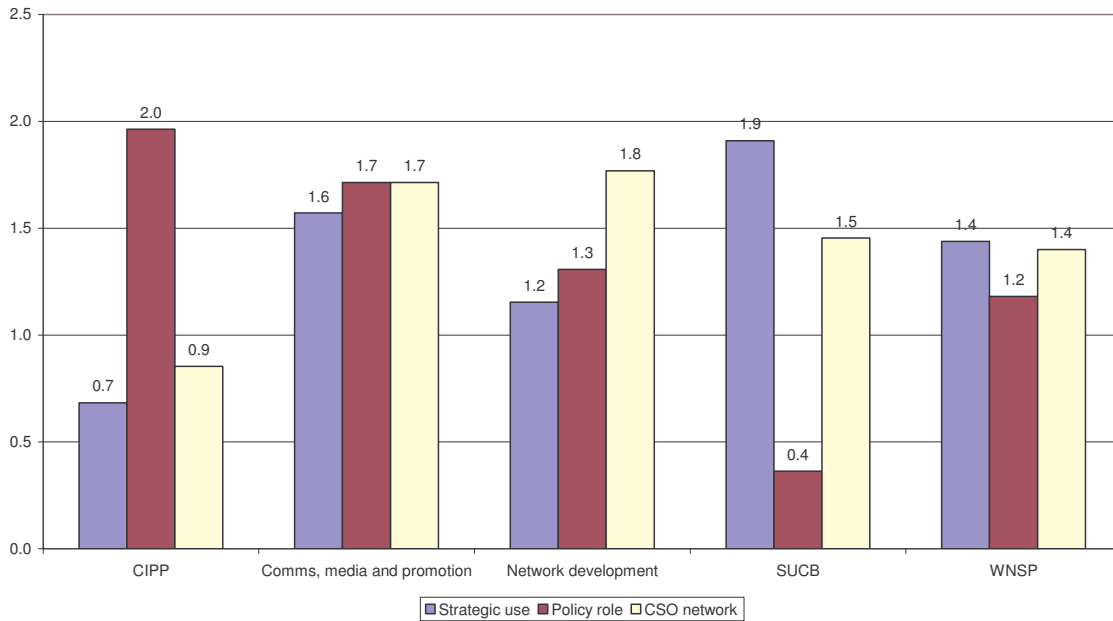


Average scores

The difference in the number of activities per programme complicates analysis. To avoid this complication, the second set of graphs shows the average (mean) score for each indicator. As before, the graphs are grouped by programme.

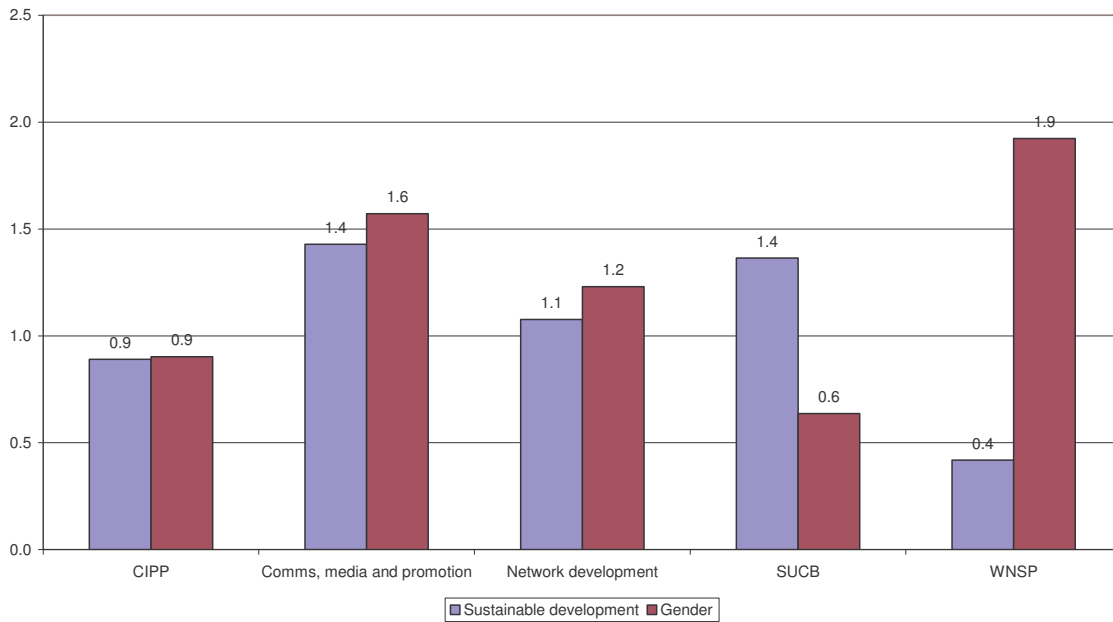
The graph on strategic priorities shows SUCB as having the strongest average contribution to strategic use, CIPP having the strongest in respect of policy role, and network development followed by communications, media and promotion being strongest in respect of CSO network. CIPP is the weakest on both strategic use and CSO network, while SUCB is weakest in respect of policy role.

Mean scores for strategic priorities



On cross-cutting, SUCB and communications, media and promotion are the leaders on sustainable development, and WNSP a very clear leader on gender. In contrast, WNSP scores the weakest on sustainable development, while SUCB lags on the gender front.

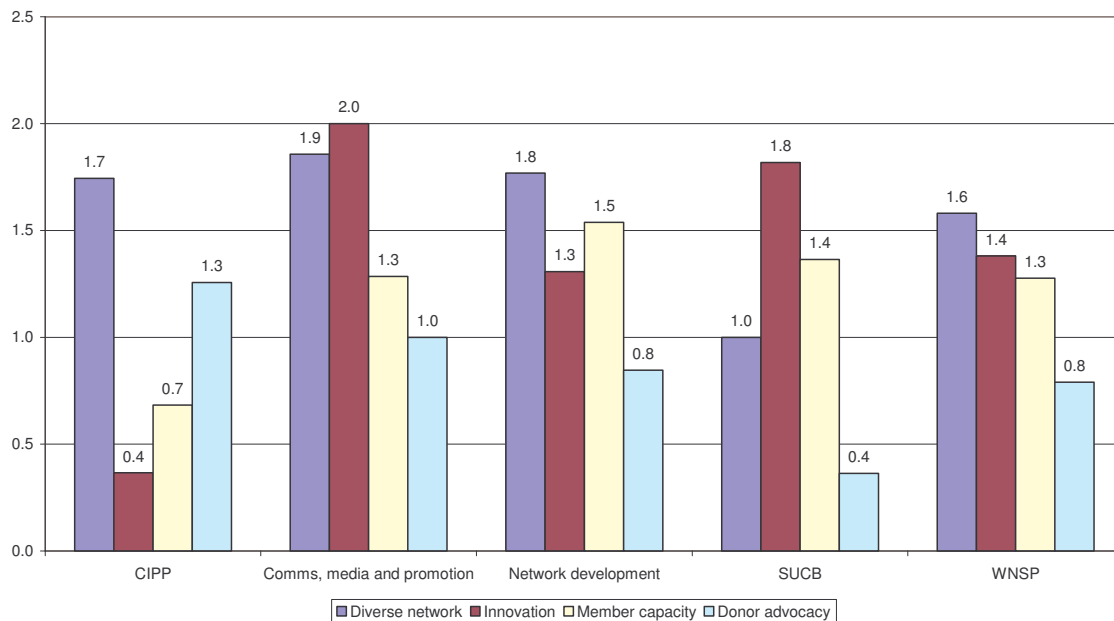
Mean scores on cross-cutting



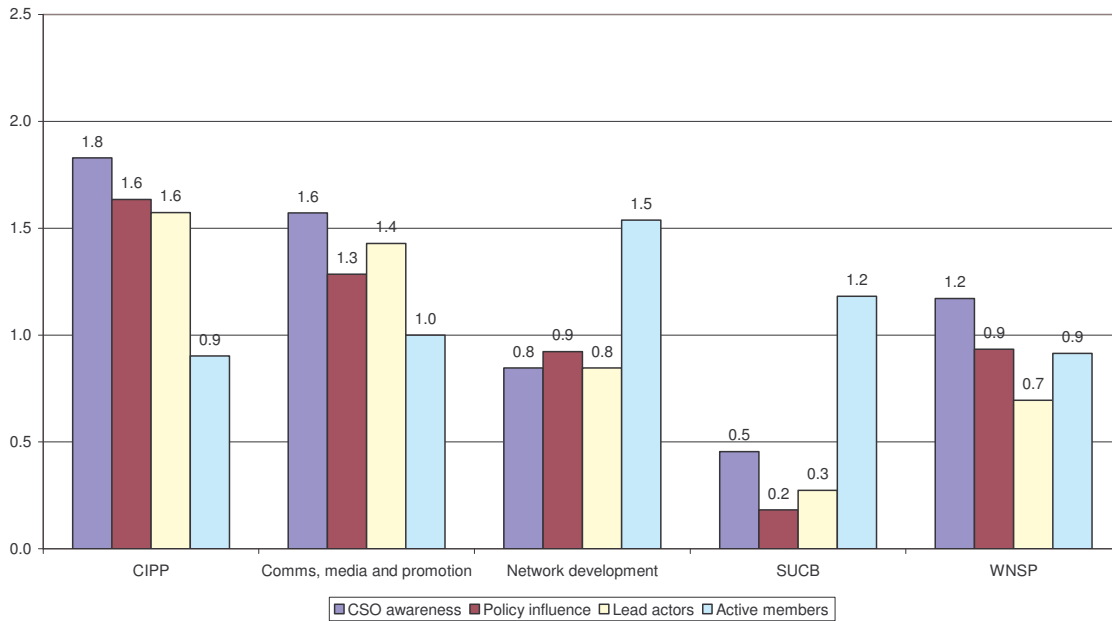
The KRAs are split across two graphs to avoid a very cramped graphic. The two graphs suggest top scorers as follows across the eight KRAs:

- ♀ Diverse network: Communications, media and promotion, but almost equally high scores for all except SUCB
- ♀ Innovation: Communications, media and promotion, closely followed by SUCB
- ♀ Member capacity: Network development, but almost equally high scores for all but CIPP
- ♀ Donor advocacy: CIPP as the leader, and SUCB as the laggard
- ♀ CSO awareness: CIPP, followed fairly closely by communications, media and promotion
- ♀ Policy influence: CIPP
- ♀ Lead actors: CIPP, again followed fairly closely by comms, media and promotion
- ♀ Active members: network development, by far

Mean scores for KRAs A-D



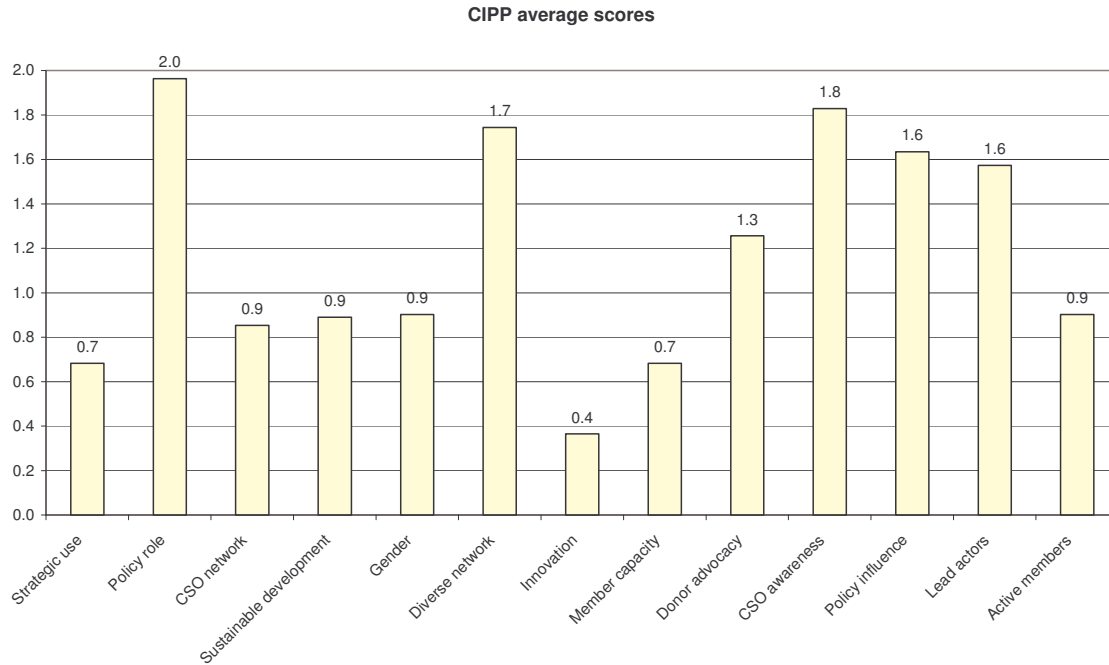
Mean scores for KRAs E-H



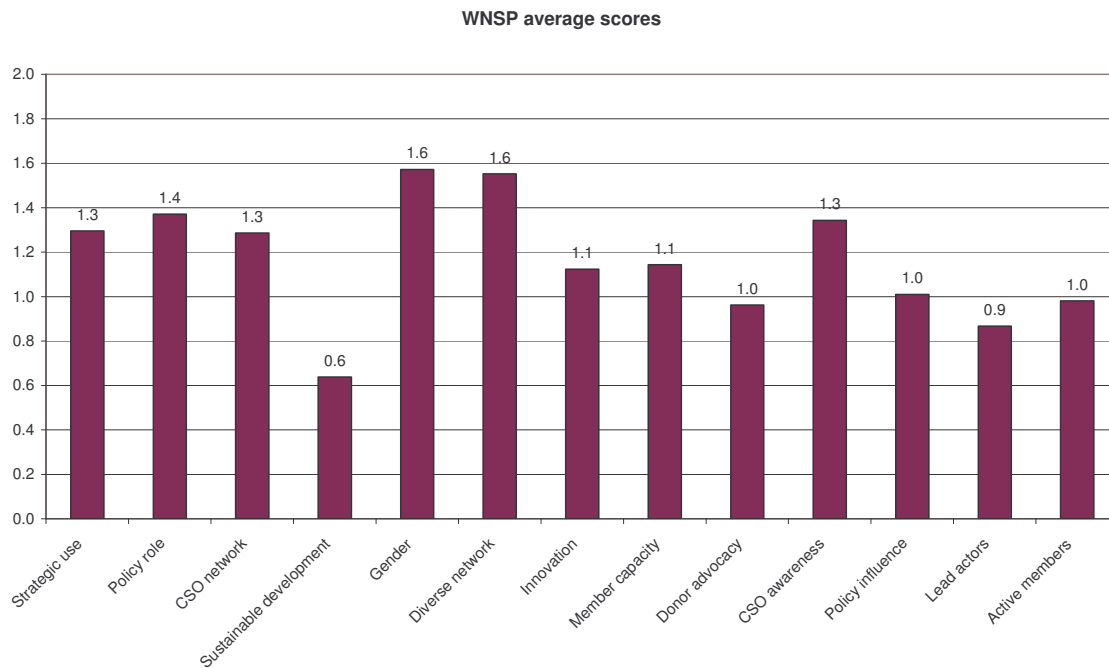
For the analysis above, we commented on the highest scorers on each KRA. One can also look within a programme or other grouping to see on which KRAs it scores high and on which it scores low. This is not to suggest that every programme must necessarily contribute equally to every KRA or issue. It might, however, highlight areas where members feel a programme should be contributing but is not doing so adequately.

We restrict this analysis to the two programmes with a large number of activities recorded, namely CIPP and WNSP. We also do the analysis for APC as a whole. In the last graph in this section, we do the analysis for activities recorded in the category ‘participation in events organised by others’ so as to inform decisions on whether all these activities should be included in the database as well as decisions on disaggregating the category.

The graph for CIPP shows the highest score, as expected on policy role. CSO awareness, diverse network, policy influence and lead actors also score highly. In contrast, CIPP scores quite low on innovation, strategic use and member capacity. The contrasting scores in respect of CSO awareness and member capacity are perhaps worth discussing.

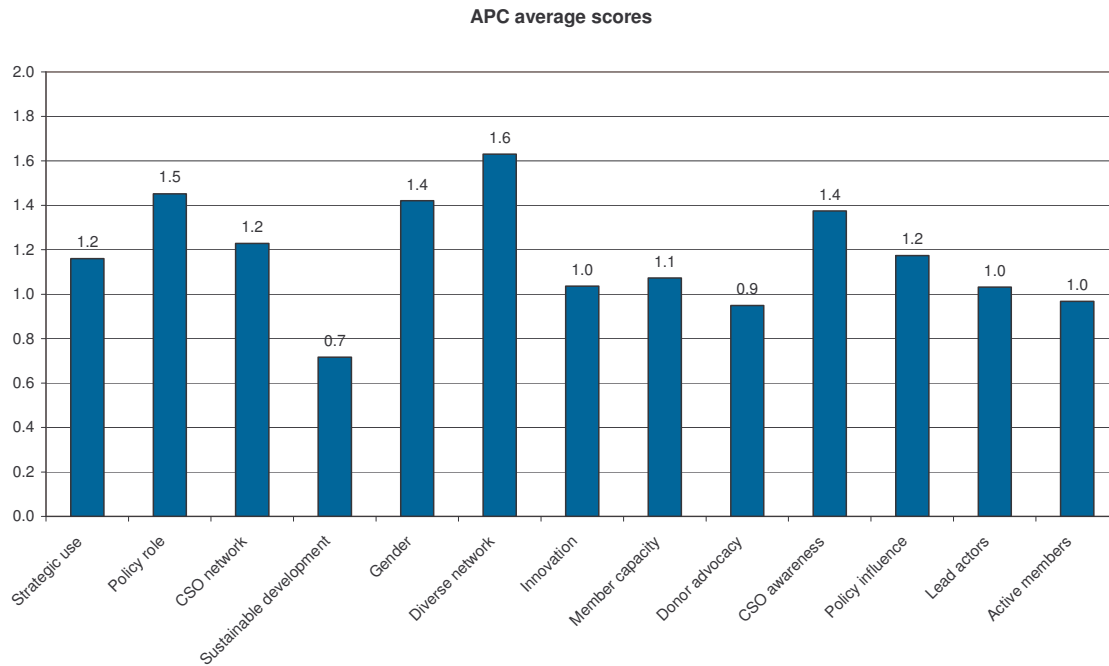


WNSP has the expected high score on gender, as well as on diverse network. It scores poorly in respect of sustainable development. Scores on all other aspects are clustered between 0.9 and 1.4.



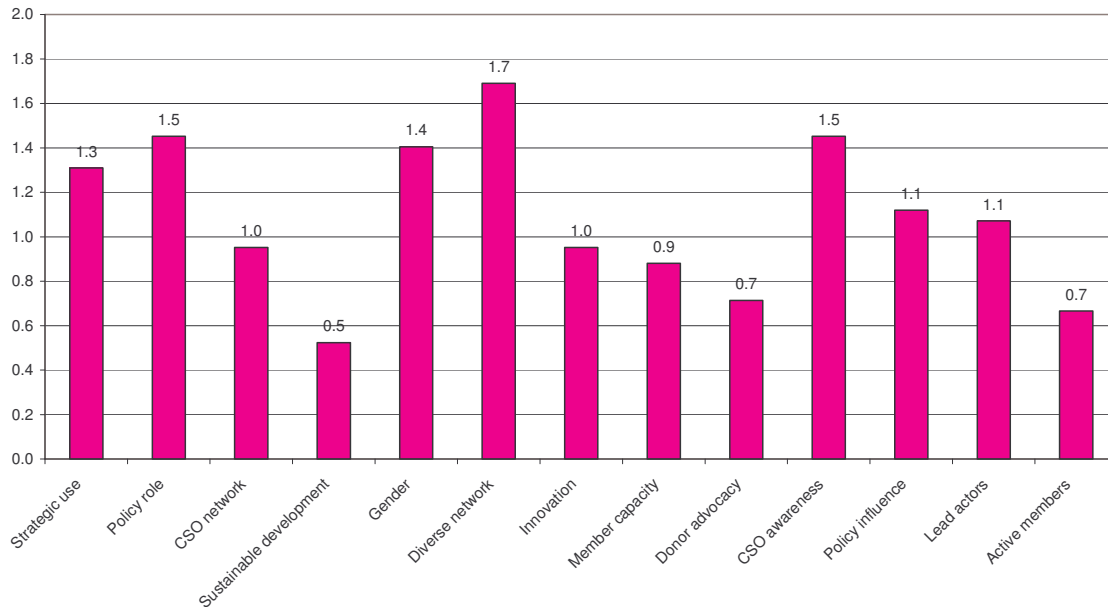
APC as a whole scores highest on diverse network, closely followed by policy role, gender and CSO awareness. These patterns are to a large extent shaped by the scores of

WNSP and CIPP given the dominance of these programmes' activities. Sustainable development emerges as the area most in need of attention or, at least, discussion.



Activities recorded as participation in events organised by others scores highest on diverse network. It also scores relatively high on policy role, CSO awareness, gender and strategic use. These activities, like APC as a whole, score lowest on sustainable development. For the most part, then, participation in events organised by others presents a similar profile in terms of objectives and KRA to other activities of the organisation.

Scores for participation in others' events



A final way in which average scores can be used is to calculate an average across the eight KRAs for each activity, and then focus attention on those that score particularly high (to explore what makes particular activities ‘hit the mark’ so well) or particularly low (to discuss if/how the contributions of these activities could be improved and/or if they should be abandoned). Examination of the low scorers might also reveal that there is some valued aspect that is not captured in the current set of KRAs.

Table 12 Highest scoring activities on KRAs

Activity	KRA Average
internal meeting planning and co-ordination, including APC board and staff meetings	2.000
Latin American Meeting for the Evaluation of the Rural Women and ICTs Project	2.000
APCNews/Noticias	1.875
APCNews/Noticias evaluation 2006-7	1.875
WALC 2004. Co-facilitation of ICT policy workshop	1.875
WNSP Europe Coordination	1.875
APC Africa ICT Policy Advocacy Workshop for French-speaking West Africa, Kinshasa, February 2005	1.750
APC Africa ICT Policy Advocacy Workshop, July 2004	1.750
Coordinating the development of a network of national ICT policy websites	1.750
GEM workshop at AWID Conference	1.750

Table 13 Lowest scoring activities on KRAs

Activity	KRA Average
GEM South India Workshop, Thivumdrum, India, December 2006	0.500
ItrainOnline	0.500
National ICT Policy Advocacy in Bangladesh	0.500
The annual meeting of womens mayors in Czech Republic, Ostrava, May 2006	0.500
UNDAW Meeting-cum-Training Workshop, Addis Ababa, Ethiopia 10-14 January 2005	0.500
WNSP Server Acquisition	0.500
WNSP website	0.500
Airjaldi Wireless Summit and Wireless Roadshow Training	0.375
Engendering Rural Information Systems in Indonesia	0.375
Asia ICT Policy Monitor	0.000

The final activity, with a zero score, is described in the database as having been put on hold, and so should not have been included as the database is intended to record all activities actually undertaken.

Feedback from members and the Executive Board

The rating of activities by staff constituted the core activity of the MTA. It was, however, supplemented by other activities. These included engagement with member organisations at a series of regional meetings held in late 2006 and early 2007, and a ‘homework’ exercise done by members of the Executive Board.

The format for regional meetings

The format of the MTA exercise at the various regional meetings differed between regions as a result of refinement of the exercise over time, as well as limited participation and limited availability of time at some meetings. Africa was the first regional meeting at which the MTA rating was to be discussed. The exercise did not proceed smoothly and was not well documented. After this experiment, the approach was refined and useful output received at each of the other meetings.

The exercise done during the subsequent regional meetings was meant to consist of two parts, described below. Both parts were, however, done at only two of the regional meetings. The North American meeting was attended by two of the four members, and spanned only one day. There was thus limited time available for the MTA exercise and only the second part was done. The Europe meeting spanned two days and had nine members present, but lengthy discussion on internal issues again left little time for the MTA exercise. Exercise B was again chosen as the one most likely to be useful for members and APC itself.

Before the meeting, staff prepared a listing of all activities for that region as well as all global activities showing the staff ratings. The exercises were then preceded by a

Powerpoint presentation describing APC's planning and monitoring and evaluation systems, where the MTA fits into this, and how it was done.

Where there was time for the first exercise, members were asked to select 2-3 activities of which they had personal knowledge, to score them, and to comment on any divergences between their score and that given by the staff member. In choosing the activities, they were asked to try to choose a mix of programme and system activities, and to include both those that they thought had been successful and those that they thought were less successful.

In the second exercise members worked in groups, discussing how their own organisations' work fitted in with the strategic priorities and cross-cuts of APC. They were also asked, if there was time, to discuss whether there were any additions or changes to strategic priorities that should be considered during the next round of strategic planning. For this exercise, unlike the first part, members were not asked to discuss the KRAs as these were developed by staff for particular programmes, rather than developed by members for the organisation and its members as whole.

For this second exercise, participants were usually divided into sub-groups made up of about three organisations. Across regions, most sub-groups confirmed that they were working on all three strategic priorities. When ratings were done, many rated their organizations highly across the priorities. A few organizations noted that they themselves did not work specifically in a particular priority area. These organizations did not, however, express opposition to the given priorities. In fact, one that said that although they did not themselves do any work in relation to a particular priority, they encouraged their networks to do so.

One of the Asia sub-groups noted that particular organizations would need to prioritise what was feasible given their own capacities and resources. A Latin American sub-group observed that different organizations might interpret the priorities somewhat differently from each other. Overall, members seemed to feel more strongly aligned with the strategic priorities than the cross-cuts. One of the Europe sub-groups noted that while they all felt that the two cross-cutting themes were important, different members had different ways of approaching them, through the various strategic priorities.

In some cases sub-groups carefully listed the particular activities of each organisation that contributed towards each of the strategic priorities and cross-cuts. Other sub-groups spent more time on discussing ways in which the strategic priorities could be strengthened, and how their organisation contributed – or hoped to contribute – to the improved priorities. Some areas in which strengthening was felt to be needed were sustainable development (variously defined), FOSS, expansion beyond a narrow conception of ICT, targeting of particular groups and diversity, and good governance.

The 'output' of these two exercises extended beyond what was envisaged by APC. Thus from feedback from both participating staff and members, it is evident that the exercise had an unintended but important positive consequence – namely alerting members to the

broad scope of APC's activities. Another, and intended, consequence was that the exercise helped members start thinking towards the strategic planning exercise that will take place for the next period. This was probably especially useful for new members who were not part of the previous planning process and thus less aware of the decisions on direction taken then.

A second unintended benefit for APC was that in explaining their ratings in the first part of the exercise (see below), members often commented more generally on an activity. The exercise thus provided a semi-structured, but open-ended, way for staff to get useful feedback on what they had done and aspects that members appreciated or felt could be improved. A manager noted that the older and more active members generally provided more analytical comments, and were better able to make suggestions for improvement and point out specific challenges. This is to be expected, but the discussion hopefully also assisted newer and less involved members to think about APC's activities in a more informed way. Several members explicitly noted that the exercise had increased their knowledge and appreciation of APC. One member said that the exercise had helped him realise how much his own organisation had participated in APC activities.

An APC manager noted that at least two members experienced difficulties in doing the exercise that seemed to stem from language barriers. This observation suggests that these members might also have limited understanding of other parts of member meetings.

The format for Executive Board members

The interim report on the MTA activity rating was disseminated prior to the EB meeting that occurred after the rating had been completed. This meeting included only a general discussion of the MTA rather than exercises. Several EB members had, however, participated in the regional meeting exercises, and five did subsequent 'homework'.

The 'homework' exercise for members of the executive board was designed with their oversight role in mind. APC management selected for each EB member ten activities with which they could be expected to have some familiarity. Across the members, there was an attempt to have a relatively even spread across programmes as well as some coverage of systems activities. Each activity was also allocated to more than one member, to allow comparison of EB member ratings as well as those of EB members and staff.

EB members were asked to rate each of the ten activities against strategic priorities, cross-cuts and KRAs using the same scoring system used by staff. Where the EB scores differed from those given by the staff member concerned, the EB member was requested, wherever possible, to give reasons why they thought the scores might differ and/or justify their own scoring. EB members were also invited to add comments in respect of scores for which they do not differ with staff. They were reminded that the scores were meant to reflect what actually happened when the activity was done, rather than the original intention when planning the exercise. Five of the ten EB members did the 'homework', of whom all gave scores and three gave open-ended comments on at least some of the activities.

Findings of the member and Executive Board discussions

The first exercise in the regional meetings – checking the scores given by APC staff to APC activities – was generally done individually, as different participants had knowledge of different activities. This was, however, followed by plenary discussion. The comparison of the member scores with those of staff is presented below. Here we point to issues related to the actual content of the activity database.

Members' choice of activities for the first exercise seemed to be biased towards meetings. This in part reflects the fact that there is a large number of such activities in the MTA database. It also almost certainly reflects the fact that there is member participation in virtually all meeting, whereas some of the other activities might not include members as overtly. One of the Asia sub-groups emphasised that meetings that had participants from beyond APC members were particularly useful.

In the North America meeting, alternatives noted that the national consultation in Democratic Republic of the Congo was not included in the consolidated list. A programme manager acknowledged that there would be many other activities that members organise locally, as part of APC-funded projects, which would not be part of the database compiled by APC staff. These gaps – which reflect the fuzzy boundaries of the APC 'network' – will probably need to be accepted as it is unlikely that there would be sufficient commitment and time across all organisational members for each of them to record their separate activities in equal detail. The database will thus record activities for which APC staff were directly responsible and/or in which they were directly involved.

The exercise evoked from some members the suggestion (echoed by at least one EB member) that the scoring be elaborated by allowing for half scores, as well as by adding a score for 'not applicable'. Current thinking within APC is that these changes should not be made. A three-level score, while crude, forces the scorers to be more definite about their rating and also produces analytical results that are easier to understand. The '0' score already covers activities for which a particular aspect is not applicable.

Both this exercise and the EB homework elicited comments on the difficulties in rating internal meetings in terms of strategic priorities, cross-cuts and KRAs. The management meeting in August agreed that internal meetings would not be included in the system unless they explicitly included another aim, such as the network strengthening objective of full council meetings.

The second exercise was generally done in groups of 3-4 members. This allowed for good discussion. It seems that in all meetings there was general agreement that all the strategic priorities were relevant for members. There was, however, sometimes less agreement as to whether both cross-cuts were as relevant for all members as the strategic priorities. Thus in one of the Latin America sub-groups, all three members said that they felt 'closer' to the strategic priorities than to the cross-cutting themes, although the extent of their concentration on each of the strategic priorities differed between the three.

Organisations also recognised that while all the issues might be important, a particular organisation might be constrained by capacities and resources to focus on only a few.

A European sub-group noted that while one of them represented a campaigning organisation and thus more involved in policy work and network-building, the other two were service providers. They recognised that this provided a good opportunity for collaboration between APC members, with technical service-providing members supporting the work of campaigning and policy-oriented organisations. In one of the Latin American sub-groups, one of the organisations did little work on policies, but was the only one working consistently on gender, while the other two organisations had a more consistent focus on sustainable development. Both these sub-groups illustrate the advantages of belonging to a network that can bring together different strengths to supplement an individual organisation's weaker points.

Some groups listed the broad activity areas that they were engaged in that they saw as contributing to each of the priorities as well as the cross-cuts. Across regions, the exercise again often resulted in the realisation that different members had different emphases in terms of the strategic priorities on which they focused as well as the relative attention paid to cross-cuts.

The exercise also appears to have helped members recognise shortcomings in their own activities. Thus the alternatives representative found himself rating gender as 0 in respect of two processes. He realised through the exercise that very few women had participated in the activities concerned. He recognized that there were (political) reasons for this pattern, but also acknowledged the need to attempt to address it.

There were strong indications emanating from both exercises of the need for further exploration of some of the 'categories' used, and in particular the cross-cuts. Sustainable development and gender equality constitute the two cross-cuts in APC's current framework, and this category evoked the most comments. Participants at the Asia meeting recommended that APC reclassify the cross-cutting issues as strategic priorities. One could also argue that the cross-cuts could be treated as KRAs. In contrast, one of the European sub-groups felt that there was a difference in that cross-cutting themes represented things that they cared about, whereas the strategic priorities were ways in which they worked on those issues.

The discussions recorded across several regional meetings revealed the need for further discussion of the cross-cut of sustainable development in particular. There is unlikely ever to be complete consensus in how different members understand this cross-cut, or the aspects of this cross-cut that they emphasise. At present, however, it seems that different members may have very divergent understandings. Some, for example, seem to understand this term as referring to APC's contribution to poverty reduction and 'development' more generally. Others understand it as relating to the (potentially negative) impact of communication technology on the environment. Overall, there was probably more support for the first of these interpretations than the second.

There was less discussion about the meeting of the gender ratings. Nevertheless, it is likely that some people understand this simply as women's participation while others see it as referring to activities that contribute to gender equality beyond participation alone.

Some groups seemed to be suggesting that further cross-cuts should be added. In the Europe meeting, one group also felt that the needs of the elderly and disabled should be addressed. In Latin America, there seemed to be agreement on the need to have cultural diversity as a cross-cutting theme. Other areas mentioned as possible foci for the future - although not necessarily as cross-cuts - included human rights, labour, and intellectual property rights. These suggestions generally reflected a particular interest of the member/s concerned and APC as a whole would need to test to what extent these interests are shared across the network before adding them to the organisation's priorities or cross-cuts.

Among the issues raised in the EB exercise was the question of defining activities - as a member expressed it, 'at what level an activity becomes reportable'. The August management meeting resolved to establish a working group that would go through all activities to assess the extent to which different programmes and staff members were defining activities in a comparable way, and draw up guidelines, with examples, based on this assessment for use when recording activities in the future.

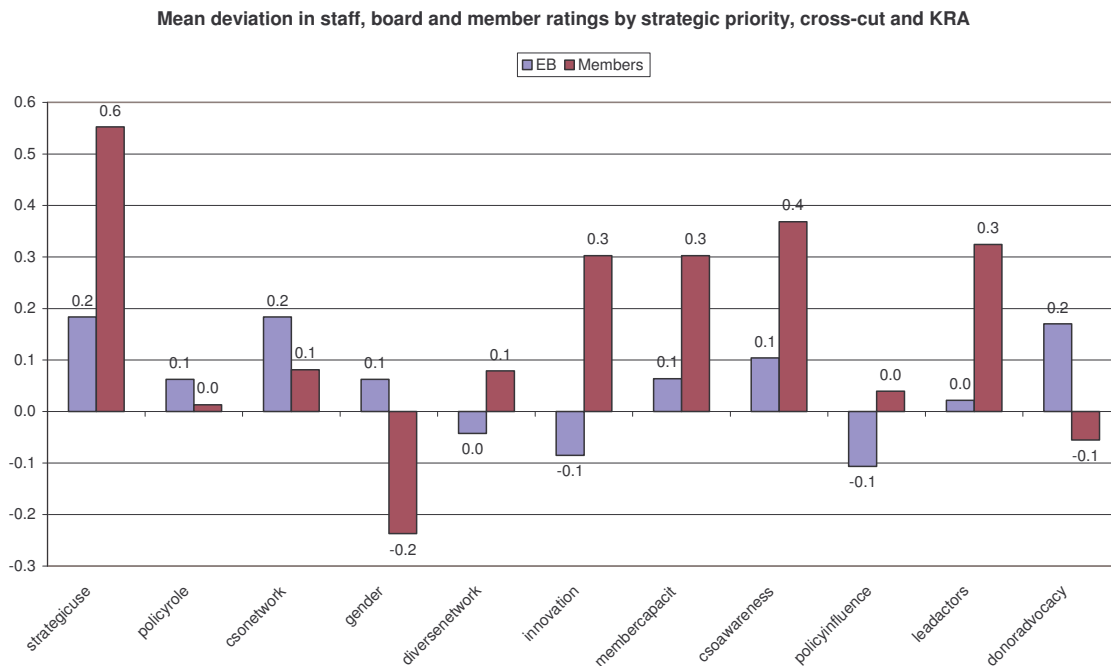
A further question raised by an EB member was whether the system could incorporate some way of showing whether a particular activity represented 'value for money'. This request was also discussed in the August management meeting. It was agreed that this was not possible as it would often not be possible in the first place to separate out the amount of money used for a particular activity. It was also stressed that the rating system formed only one part of APC's overall M&E system and could not be expected to reflect all aspects.

Comparison of ratings

As noted above, EB members were informed that the homework exercise involved their being used as 'moderators' so as to allow a check on the extent to which the scores given by staff can be regarded as 'objective'. The ratings of APC activities by organisational members at the Asia and Latin America regional meetings allows for further comparison of staff and 'outsider' scores. The comparison can be made for between 47 and 49 activities in respect of EB members, and 36 and 38 in respect of ordinary members. (The differing numbers for the same group are explained by missing scores on some aspects for particular activities.) Appendix B contains the full list of activities that were rated by members or the EB.

The graphic below is based on the ratings done by EB and staff members in these two exercises. The blue bars show the average extent of deviation across activities scored by EB members between their scores and those of the staff. The crimson bars show the average extent of deviation across activities scored by members between their scores and those of staff. For example, the EB members gave an average score on strategic use that was 0.2 higher than that of staff, while the average score by members was 0.6 higher.

Expressed differently, for one in five of the scored activities, EB members would have given a one-point higher rating than staff on strategic use.

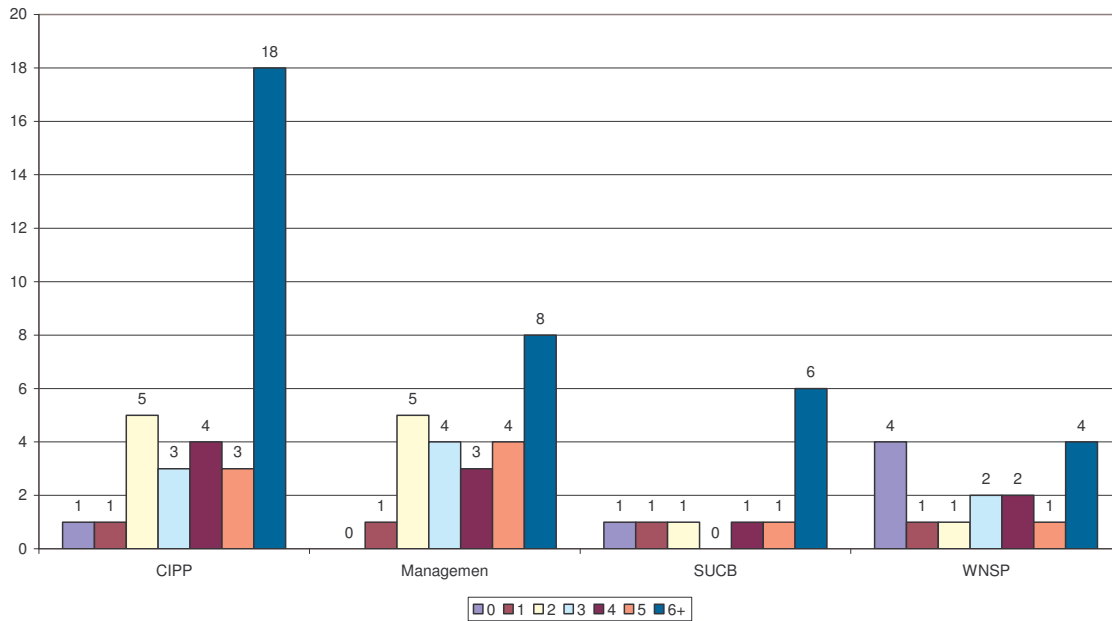


The graph suggests that overall staff were more conservative in their rating than either EB members or ordinary members, while ordinary members tended to give higher scores than the other two groups. Members were, however, less likely than staff to rate activities highly on gender and – to a lesser extent – donor advocacy. EB *** members were less optimistic than staff in respect of innovation, policy influence, and (slightly) diverse network.

The above graph could be misleading to the extent that positive and negative deviations from the staff score will cancel each other out. An alternative way of measuring discrepant scoring is to count the number of times the score of a member or an EB member differed from staff for a particular activity, whether or not the staff score was judged too pessimistic or too optimistic.

The next graph shows the pattern in the number of deviations per activity by programme. It shows that there was a substantial number of activities (about 30%) in which the scoring by members or EB members differed in respect of six or more of the measures, and there were only six for which all scores were the same. The graph is visually misleading because of the dominance of CIPP activities and it is therefore useful also to consider the means. The mean number of different scores per activity was 5.1 for CIPP and SUCB, 4.8 for management activities, and 3.4 for WNSP.

Number of divergent scores per activity by programme



The relatively high level of divergence in rating of activities is something that needs more thought. It would be interesting to see how the degree of divergence would change if organisational members and EB members rated activities ‘blind’ rather than first looking at the staff scores.

In the open-ended comments on activities provided by organisational and EB members, there were indications from both groups that some activities that were very valuable were not always followed up and built upon as well as they could be. The comments in relation to FOSS/FLOSS also suggested that some EB members and others would like to see stronger activity in this area.

Finally, one Asia member suggested, it seems jokingly, that overall the ratings suggested that APC was suffering from complacency, given that in general scores were high. This same member said that he had found the rating exercise so useful that he would suggest that it be used within his own organisation.

Reflections of managers

During March 2007, APC programme managers were asked to respond, either telephonically or through email, to a set of open-ended questions that asked how strategic planning had been done for the period, and how they assessed the achievements of the programme for which they were responsible.

The planning process

The first question asked the manager how the planning for this phase of APC's activities had happened (a) for APC as a whole and (b) for their particular programme. The 'stories' told by the different managers were remarkably consistent. One manager had, however, not been part of APC staff at the time the planning process happened. Several others were now in charge of programmes for which they were not responsible at that time. In addition, some 'programmes' (or areas of work), such as network development, were not as firmly established at the time planning took place.

Those who participated in the planning generally concurred that the first major planning activity for this phase happened at the Council meeting held in Cartagena in October 2003. One manager noted that a fair amount of work was done prior to this meeting by staff. This is to be expected, and it is interesting that this preparatory work was not mentioned by others.

At the Cartagena meeting, members worked together to develop the three general strategic priorities and two cross-cuts. The discussions were at a fairly general level, but promoted wide buy-in and understanding as to the way forward for the organisation. This helped legitimise the refining work later done by staff and the Board.

After the meeting, the Board and staff developed the framework further. For this step, the initial work was done at a staff meeting programme by programme, with staff of each programme together defining their own key result areas (KRAs). For WNSP, this process was said to have been quite easy as the programme had held meetings with members and partners in mid-2004 to set priorities for the programme's policy work, GEM, training and membership development. Once the programme KRAs were developed, programme staff mapped existing and evolving activities against them. In this process some further KRAs were added. One manager observed that the fact that programmes developed their own KRAs did not facilitate cross-programme work. One suggested that in future when drawing up plans, programmes should allow 'space' for unspecified activities the need for which would arise during the period. She suggested that at least 25% of time should be left for such unplanned activities.

Once programme-specific KRAs has been developed, the Board developed 11 APC-wide KRAs to fill the perceived gaps.

KRAs had been used before in the organisation. However, as one of the managers expressed it, for this phase the approach went 'haywire', because of the greater size and complexity of the organisation. The result was a long and complicated logframe. The use of KRAs was nevertheless seen to work well as a group exercise, and was said to be useful – although cumbersome – as the basis for reporting. Nevertheless, the complexities result in long reports which can be difficult for both compilers and readers.

Managers were asked in which respects they felt that their programmes had achieved well against the plan, and what challenges they had had to address to realise these

achievements. They were also asked where they felt that performance had not been as good as hoped, and whether and how weaknesses could have been avoided.

SUCB was said to have engaged in a number of successful activities but to have lacked a strategic vision and strong leadership. The fact that there were no funding proposals developed for this area of work contributed to the weaknesses. A further challenge was the fact that some activities classified under SUCB were not managed by SUCB staff. Examples of this were the membership exchanges and prizes. This could have resulted in lack of ownership.

Network development was seen as having performed well in involving members. The MTA process itself consciously elicited as much member involvement as possible. One weakness in this area was slow progress in dealing with membership applications, related to inefficiencies in operation of the membership working group process and lack of clarity about criteria for membership. The manager of this area also said that members were often lax in providing the required (short) reports on activities that they had participated in. Both these reported weaknesses strengthen the impression of the seriousness with which APC takes its characterisation as a network in that it is both concerned about who become members and, once members join, expects from them a level of contribution and dedication that might not be expected in other civil society networks.

In communications, building of a team with the necessary capacities to do the diverse work was considered a major achievement of the plan period. The team was, however, said to be still overstretched – a common complaint across programmes. BCO involvement was named as an area of challenge because of the mismatch between some of the BCO objectives and those of APC and its members.

WNSP had experienced tensions over the plan period between staff-led and member-led activities. The employment of regional staff had coincided with a fall-off in global activities, that resulted in less membership involvement and more work by staff with partners. This tension could also reflect the fact that WNSP traditionally, and unlike the other programmes, has had individuals who consider themselves as members rather than only organisational membership.

For CIPP, activities related to WSIS constituted a major area of achievement, probably greater than envisaged when planning. APC emerged clearly as a lead actor for civil society during WSIS and has continued to occupy this role since in the WSIS implementation process. Regional policy advocacy was said to have made progress over the period, but not as dramatically as globally and nationally. Some regions had made greater progress than others. In Africa, the fact that the policy monitor was managed from outside the continent limited achievements, but the CATIA project was widely seen as a success story. The Asia Policy Monitor was put on hold. Overall, the programme manager argued that APC could not adopt a one-size-fits-all to the regional work such as policy monitors.

In addition to the tension between focusing on global, regional or national issues, CIPP experienced a tension between focusing on the full (and broad) spectrum of ICT policy issues or focusing in on a few. It seems that the choice is increasingly tending in the latter direction.

Programme managers were also asked whether they did any activities that fell outside the KRA. None said that they had done so, although one noted that some activities fitted into the framework better than others. The responses to the next question – how they had used the KRA framework – helped to explain the overall response in that several of the managers said that they used the priorities and KRAs to check when asked to take on a new activity so that they ensured that they were working within their mandate. At least one manager said that doing this also helped in preventing a large workload from becoming totally unmanageable.

All managers said that they used the KRAs as a reporting framework. Several also used the framework for internal monitoring of their programme as a whole as well as the activities of particular staff members.

Conclusion

The MTA process has several ‘outputs’.

The first output is the basis of a monitoring system that has been proved to work for the purpose of this assignment, and that – with minor amendments – should work even better as an ongoing monitoring and management tool. Despite initial misgivings, there seems acceptance among staff and managers that the tool is not an onerous one and that it produces valuable information. Among EB members there are, or were, perhaps hopes that the system could deliver even more, for example on value for money or impact. This is not possible within the given system, and the activity database should rather be seen as part of the organisation’s larger M&E framework, with other components of this framework contributing elements missing from this one.

The second output (or perhaps outcome) is increased awareness among members of the very wide range of activities in which APC has engaged over the last few years. This is particularly important in the run-up to the new planning period, especially for new members who were not part of the previous planning activities.

The third output consists of indications as to issues that should be considered when drawing up the new strategic plan. These will need to be discussed in far more depth in the overall planning process. The suggestions relate to both possible content of the new plan, and its characteristics (such as complexity).

A fourth output is a relatively clean ‘bill of health’ for the organisation as a whole in terms of matching activities to plan. The MTA suggests that across programmes APC has performed well against strategic priorities, cross-cuts and key result areas. While the ratings of individual activities by staff, members and EB members do not always match,

there seems to be consensus across the different groups that the organisation has operated within the plan and achieved much. The regional meetings also confirmed that the priorities chosen some years ago are still considered relevant for the network as a whole as well as the organisations that constitute its members. Virtually all organisations said that all three strategic priorities were relevant for them, and that they were actively contributing to achieving them. None expressed any opposition to either of the two cross-cutting issues, but some said that these were not a particular focus or interest for their organisation.

Debbie Budlender, Community Agency for Social Enquiry
29 August 2007

Appendix A: Activities entered into the database

CIPP

Advocacy Journalism: ICT Policy Curriculum
Advocacy units: ICT Policy Curriculum
Africa ICT Policy Monitor website
African Participation in WSIS: review and discussion paper by David Souter
Americas Social Forum - Encounter for Communication Rights
Americas Social Forum - Workshop Gender and ICT Policies
Andean Forum of the Information Society
Andean Regional LAC Workshop ICTs for the development of indigenous people
APC Africa ICT Policy Advocacy Workshop for French-speaking West Africa, Kinshasa, February 2005
APC Africa ICT Policy Advocacy Workshop, July 2004
APCs Recommendations to WSIS on Internet Governance
Article for the e-Government Magazine for Asia and the Middle East
Asia ICT Policy Monitor
Case study Social appropriation of telecentres in Sao Paulo Brazil)
CEE ICT policy curriculum - training materials localization
Chakula
Consultancy for UNESCO Guidelines for the formulation of National Information Policies
Coordinating the development of a network of national ICT policy websites
DECAL - Latin American Campaign for Communication Rights
EASSy Consultation, Mombasa, 10 March 2006
Fibre for Africa Website
Financing the Information Society in the South: A Global Public Goods Perspective
Highway Africa, Grahamstown, September 2004
i-Commons Summit: Participation and Coverage
ICT policy capacity building for ALERs radio techies from popular and community radios of LAC
ICT policy workshop for Argentinian civil society organizations
ICT Policy: A Beginners Handbook, Spanish and French editions
ICT Strategies for Poverty Reduction: SDC - IICD Workshop and Contribution for SDC Publication
ICTs for Development Unit: ICT Policy Curriculum
InfoAndina strategic evaluation and planning workshop
International Discussion Democratisation of Comms - From the MacBride Report to the Information Society
Internet Governance Forum IGF)
Issue paper WSIS process and themes debated
ISW - National report of Ecuador
LAC ICT Policy Monitor eLAC2007s Follow up
LAC ICT Policy Monitor Website
LAC Regional ICT Policy Strategy Workshop
Latin American and the Caribbean Regional Technical Preparatory Meeting for WSIS
Multistakeholder ICT policy training workshop for Infodesarrollo.ec
National Animators Workshop, November 2005
National Animators Workshop, July 2006
National ICT Policy Advocacy in Bangladesh
National ICT Policy Advocacy in India
National ICT policy portals workshop
National WSIS case study: Participation of Ecuador
Newsletter ICT Public Policies and Internet Rights
Online policy discussion on WSIS issues for African Civil Society for the Information Society

Open Access: Lowering the costs of international bandwidth in Africa by Mike Jensen
Participation in the development of the White Paper of Information Society in Ecuador
Participation in WSIS Action Line Meetings C2, C4, C6, Geneva, May 2006
Participation in WSIS Task Force on Financial Mechanisms
PICTA Meeting, Mauritius, September 2004
Policy analysis
Redistic: Network for the social impact of ICTs
Regional LAC ICT Policy Workshop in the post WSIS context
Regional Preparatory Ministerial Conference of Latin America and the Caribbean for 2nd phase of the WSIS
Regulatel Internacional Conference Connecting the future. Strategies to reduce teleComms access gaps
Research APC - AMARC: Effective access in equal opportunity conditions of rural and marginal urban communities to broadcasting. Key strategy for digital inclusion in LAC
Rur@I Vibe: Latin American process around radio, new ICTs and rural development
SAT3 Workshop for regulators and policy makers
Social Exclusion in the Information Age Unit: ICT Policy Curriculum
South Asia ICT Policy Consultative Meeting, Dhaka, April 2006
Status of Internet Rights in Latin America
Study Internet Market in Ecuador 2006
Support for the development of ICT policy advocacy strategies in Ecuador and Bolivia
The Africa Regional Conference, preparatory to the second phase of WSIS, Accra, February 2005
The importance of convergence in the ICT policy environment by Kate Wild
UNDP/APC Open Access Workshop, Johannesburg, November 2006
WALC 2004. Co-facilitation of ICT policy workshop
WALC 2005 Track Internet & Society - Training Workshop ICT policies in Latin America: Overview & Challenges
WALC 2006 - Regional Forum Internet and Society
What Public Policies Are / How to Build Strategies to Influence Them Unit: ICT Policy Curriculum
Workshop Building capacities for participation in ICD public processes for TICBolivia Network
Workshops Raising awareness & building capacities for multistakeholder participation in ICT policy processes in Ecuador
World Social Forum 2005: ICT Policies and Gender Workshop
World Social Forum 2006: Coverage of Comms Events
WSIS Geneva Phase: LAC Regional activity
WSIS Tunis phase - PrepCom I Hammamet
WSIS Tunis phase - PrepCom II Geneva
WSIS Tunis phase - PrepCom III Geneva
WSIS Tunis phase - Summit
WSIS Tunis Phase: LAC Regional Activity

Comms, media and promotion

APC annual reports
APC.org redesign
APCNews/Noticias
APCNews/Noticias evaluation 2006-7
Build APCs multilingual language resources and capacity
Build press lists
Explore partnerships with publicity specialists

Network development

APC Council Meeting, Varna, November 2005
BCO alliance meetings 2006-7

Building Comms Opportunities Partnership Coordination
InsideAPC
internal meeting planning and co-ordination, including APC board and staff meetings
Member Exchange Fund
Member Travel Fund MTF)
MWG
Regional Member meeting - Africa
Regional Member meeting - Europe
Regional Member meeting - LAC
Rural Project - APC /AMARC Research
Strategic plan 2004-8: mid-term assessment

Strategic management

APC Executive Board Meetings 2004-6

SUCB

ActionApps
ActionApps Camp
APC Chris Nicol FOSS Prize
APC FOSS Working group on FOSS-related issues)
Betinho Comms prize
Community Wireless Networking Training Workshops
Hafkin Comms Prize
IMARK training materials development
ItrainOnline
LAC Wireless Project TRICALCAR)
Secure Online Comms: South and Sout East Asia Train the Trainers Workshop, Manila, May 2005

WNSP

9th Internet in Public Administration conference/Local and Regional Information Society/Visegrad
Group for Developing Information Society--ISSS/LORIS/V4DIS 2006
Affinity Group on Gender and ICTs
Airjaldi Wireless Summit and Wireless Roadshow Training
APC WNSP participation at IGF, Athens, Oct/Nov 2006
APC WNSP Publications and Promotions
Article - Claiming Cyberspace: Communication and Networking for Social Change and Womens
Empowerment
Asia Commons 6 to 8 June 2006; Bangkok)
AWID Making Change Happen Conference, Information Dissemination
AWID, Membership development
Beijing+10 Review of the Implementation of the Beijing Platform for Action
Bridging the Gender Digital Divide: A Regional Report on Gender and Information and
Communication Technologies ICT) in Central and Eastern Europe and the Commonwealth of
Independent States CIS)
Building Indicators with a Gender Perspective - Workshop
Burma Technology Skills BTS) Training Workshop
CEE ICT policy curriculum- assessment of key issues and needs
Coordination of Women into IT
Country Led Evaluations and Systems: Practical Experiences of CEE
CREA Technology Planning Workshop
Cultivating Violence through Technology? Exploring the connections between the internet and
violence against women - Issue Paper and Media Brief

D.Net GEM Evaluation
 Digital Dangers: Information and Communication Technologies and Trafficking in Women: Issue Paper
 Digital Future, edition during World Social Forum 2005, Porto Alegre, January 2005
 Digital Future, edition during WSIS, Second Phase, Tunis
 Digital Opportunities from Gender Perspectives, Asia Pacific Womens Information Network Centre APWINC), Seoul, July 2006
 Engendering Rural Information Systems in Indonesia
 Fifth National Activity for Digital Inclusion
 Forum in the University of Costa Rica
 GEM - GenARDIS
 GEM and Global Knowledge Partnership Seed Grants
 GEM and i-REACH - Informatics for rural empowerment and community health, Cambodia
 GEM Evaluation of 26 projects
 GEM Global Training Exchange, Rio, June 2004
 GEM Regional and Global Summary Reports
 GEM South Asia Workshop May 24 - 27 2006)
 GEM South India Workshop, Thivumdrum, India, December 2006
 GEM Website
 GEM Workshop at AMARC 9 - November 11-17 2006, Amman, Jordan
 GEM workshop at AWID Conference
 GEM Workshop at the Women With Megabyte II, Coventry, UK, June 2004
 GEM Workshop (GKP Annual Meeting) Cairo, Egypt, May 2005
 GEM workshop with LaNeta
 GEM Workshop with Nodo TAU
 GEM workshop with Rede Mulher
 GEM Workshop with WOUGNET, January 17-19, Kampala, Uganda
 GENARDIS Evaluation
 Gender and ICT Awards Ceremony and Learning Exchange
 Gender and ICT Awards database and website
 Gender and ICT Awards publications
 Gender and ICTs Workshop with Young Feminists of Sao Paulo
 Gender Evaluation Methodology Tool
 GenderIT.org Policy Portal
 GIST Conference- Gender Perspectives Opening Diversity for Information Society Technology, Bremen, Germany, June 2004
 GKP Gender Cluster
 Grace Hopper Conference and Anita Borg Awards, Chicago, October 2004
 Harambee - Coordination
 Harambee focus network project on strengthening AAW network
 Highlighting gender equality in Phase 2 of WSIS: Prepcoms
 Highway Africa and Digital Citizens Indaba on blogging
 ICT policies and gender issues, World Social Forum, Porto Alegre, January 2005
 Information facilitation
 International Symposium on Women and ICT: Creating Global Transformation, Baltimore, USA, June, 2005
 Issues paper - Paddling in Circles While the Waters Rise: Gender issues in ICTs and Poverty Reduction
 i-Summit 2006
 Know How 2006: FOSS Training
 Know How 2006: Information dissemination
 Know How 2006: VAW & ICTs panel
 Know How 2006: Weaving the Information Society - Membership Strengthening
 Knowledge and Networking Advice to GRACE - Gender Research in Africa into ICTs for Empowerment
 Knowledge Sharing Workshop - GenARDIS, Entebbe, Uganda 3-7 July 2006

Latin American Meeting for the Evaluation of the Rural Women and ICTs Project
 MONEY&MOVEMENTS: AWID International Meeting, Mexico, November 2006
 National Encounter of Journalists with a Gender Perspective
 Outcomes Mapping Workshop
 Participation in the Global Media Monitoring Project, February 16, 2005
 Pre WSIS Seminar 'Women and ICTs for political activism'
 PULA - e-Newsletter on Women and ICTs in Africa
 Re-Engineering Development: Engendering ICTs, Paris, November, 2006
 Regional Preparatory Ministerial Conference of Latin America and the Caribbean, WSIS
 Research paper on gender and ICTs in Central Asia
 Rio Gender and ICT Policy Forum, Rio de Janeiro, Brasil, June 2004
 Seminar: Feminist Perspectives on Gender in the Information Society, Bangalore, April 2005
 Small Grants Fund - GenARDIS
 The annual meeting of womens mayors in Czech Republic, Ostrava, May 2006
 The paper on the ICT policy issues faced by womens mayors in Czech Republic
 Training Workshop on 'Strengthening the Capacity of National Machineries through the
 Effective Use of ICTs', Windhoek, Namibia, April 2004
 Two scholarships for WALC2005
 UNDAW Meeting-cum-Training Workshop, Addis Ababa, Ethiopia 10 - 14 JANUARY 2005
 UNDAW Meeting-cum-Training Workshop, Windhoek, Namibia 19 - 23 April 2004
 V National Feminist Activity
 VAW & ICT - Take Back The Tech! Campaign
 Visit to Espai de Dones and Pangea, March 7-11, 2005
 WALC2005 Workshop on Internet and Society
 WALC2006 - Internet and Society Forum, organised in partnership with LAC Policy Monitor
 WALC2006 - scholarships to PARM LAC members
 WENT Africa 2005 - Womens Electronic Network Training
 WNSP Europe Coordination
 WNSP Server Acquisition
 WNSP website
 Women 200 and Beyond: Gender Equality and Empowerment of Women Through ICT
 Women Claiming the Information Society WOCTIS)
 Womens League of Burma Meeting
 Womens Media Pool: Beijing +10
 Womens Mutingati, 24-26 August 2005, Cape Town, South Africa
 Workshop: Advancing Rural Women's Empowerment, ICTs in the service of good
 governance, Johannesburg, 23-25 February 2004
 Workshop: FOSS-SADC Camp for Womens Organisations, Johannesburg, South Africa, 6-10
 September 2004.
 WSIS Gender Caucus Meeting, LAC Chapter, Buenos Aires, May 9-11, 2005

Appendix B: Activities rated by members and executive board

No	Prog	Activity
10	SUCB	ActionApps Camp
13	CIPP	Regional LAC ICT Policy Workshop in the post WSIS context
16	SUCB	Airjaldi Wireless Summit and Wireless Roadshow Training
17	CIPP	Asia Commons
21	WNSP	APC WNSP Publications and Promotions
26	SUCB	ItrainOnline
29	Mgmt	APCNews/Noticias
30	CIPP	Coordinating the Development of Network of National ICT Policy Websites
31	CIPP	National ICT Policy Portals Workshop
32	CIPP	Fibe For Africa Site
33	SUCB	Community Wireless Networking Training Workshop
34	Mgmt	Strategic Plan 2004-2008; Midterm assessment
35	CIPP	EASSy Consultation, Mombasa
36	CIPP	APC Africa ICT Policy Advocacy Workshop, July 2004
37	Mgmt	APC Council Meeting, Varna, November 2005
51	Mgmt	apc.org design
52	WNSP	VAW & ICT: Take Back The Tech Campaign
54	WNSP	WENT Africa
62	WNSP	GenderIT.org Policy Portal
63	CIPP	CEE ICT policy curriculum - training materials localization
64	SUCB	Action Apps
65	SUCB	APC Chris Nicol FOSS Prize
66	SUCB	APC FOSS (Working group on FOSS-related issues)
67	SUCB	LAC Wireless Project (TRICALCAR)
68	Mgmt	Member exchange fund-Network development
69	CIPP	Tunis summit
70	CIPP	Internet Governance Forum (IGF)
71	Mgmt	Member Travel Fund (MTF)
74	Mgmt	Annual Report
76	Mgmt	InsideAPC
83	Mgmt	Membership Working Group (MWG)
88	CIPP	Open Access: Lowering the costs of international bandwidth in Africa by Mike Jensen
93	CIPP	Chakula
94	CIPP	Africa ICT Policy Monitor website
107	CIPP	South Asia ICT Policy Consultative meeting, Dhaka, April 2006
109	CIPP	APC's Recommendations to WSIS on Internet Governance Financing the Information Society in the South: A Global Public Goods Perspective by Pablo
133	CIPP	Accuosto and Niki Johns
134	CIPP	ICTs for Development Unit: ICT Policy Curriculum International Discussion ~Democratization of Communications-From the McBride Report
141	CIPP	To The Information Society Cultivating Violence through Technology? Exploring the connections between the
147	WNSP	internet and violence against women
152	CIPP	WSIS Tunis Phase-PrepCom II, Geneva
156	Mgmt	Regional Member meeting - LAC
158	CIPP	APC Africa ICT policy Advocacy workshop for French Speaking Africa, Kinshasa, 2005
159	Mgmt	APC Executive Board Meetings 2004-6
160	CIPP	WSIS Geneva Phase: LAC Regional activity

174	SUCB	Secure Online Communications S/SE Asia (Manila May 2005)
184	CIPP	LAC ICT Policy Monitor Website
186	CIPP	Newsletter ICT Public Policies and Internet Rights
192	CIPP	CEE ICT policy curriculum- assessment of key issues and needs
207	WNSP	Gender Evaluation Methodology Tool
208	WNSP	GEM website