

**APC Membership health and well-being survey
Summary and highlights
March 2006
Revised with comments November 2006**

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Background and methodology.....	1
Summary	3
APC Member survey responses.....	4
A. About you and your APC membership.....	4
B. Programmes and general participation	9
C. Member grants	11
D. Working together and the network	12
E. APC membership - benefits and promotion	14

Background and methodology

The membership survey was agreed during the APC Management meeting in Johannesburg, August 2005.

The objective of the survey was to get a more comprehensive sense of the general health and well-being of the APC community.

A draft set of questions was agreed during the meeting, which were then refined and finalised in Aug 2005. Questions were clustered around 6 main areas:

A. Organisational information: what values they associated with APC, motivations for joining APC, whether membership expectations had been met, how members felt about being a part of APC, what they liked about APC, what they didn't like about APC.

B. Programmes and participation: how members self-rated their own participation, what they knew of the three programme areas; how they prioritised their programme interest

C. Member grants: whether members knew about grant opportunities (Travel grant and MEF grant), if they knew – whether they had applied, if not, why not and how we could improve communication with members about grant opportunities

D. Working together and the network: which staff members communicated with, about which issues; whether members collaborated with other members, and if so in what ways

E. Benefits of APC membership: whether APC membership was promoted, in what ways and what the added value of promotion was to members

F. Strengthening the network: how APC could build a stronger network, organisations members felt APC should be working more closely with, recommendations for new members and closing comments.

Staff interviews

17 staff members volunteered to conduct interviews during September-early October 2005. Interviews were conducted by phone, skype, email and yahoo. Transcriptions of the interviews were then put online in surveymonkey.

At the time of the survey (Sep-Oct 2005) APC had **40 members**.

- 22 members responded to the survey
- 7 members did not respond to multiple approaches from staff.
- 11 members were not approached due to staff resourcing

It would be valuable to complete the survey with as many members as possible, as in general, the process has been seen to be very valuable from both member and staff perspectives.

The process was coordinated by the Networking and Advocacy coordinator (position now known as 'Network Development Manager'), Karen Banks and this interim report has been prepared by Karen Banks and Anriette Esterhuysen, based on the responses received to date. Members were assured confidentiality, and therefore, members names are not attributed to their responses.

An earlier member survey was conducted in 2000 under the Learning and Practitioners network activity. There is useful information in the survey results, but it was quite different in nature and objective. The results of both surveys are on the APC meetings intranet¹.

This summary report synthesises responses to the 6 areas described above.

¹ <http://www.apc.org/tiki/tiki-index.php?page=Eboard+and+Staff+meetings+lthala+March+2006>

Summary

The report notes many specific suggestions, recommendations, challenges and opportunities that need to be addressed and processed in a systematic way. The following points reflect the **general** sense of satisfaction, and concerns, of the members who completed the survey.

- The over-riding sense of the members who responded to the survey, is one of 'more-than-reasonable' satisfaction with both the work the APC community does, and the value and benefit of membership. This is however, not true for all members.
- It is clear that members feel the need for far more 'personalised' attention to their specific needs.
- Although generally happy with the global nature of the work APC does, that more attention has to be paid to the realities and contexts members find themselves in at home, and in the regions.
- That there is a range of ways that APC could help to strengthen the capacity of members that would allow them to do their work more effectively.
- That much needs to be done to facilitate member-to-member collaboration, and regional cohesion.

Some noted that achieving these goals can only happen if members feel motivated, and have a strong sense of ownership of APC in terms of where it is now, but more importantly, where it is going.

- Members want to make valuable contributions to APC. They feel frustrated, even overwhelmed, by a lack of capacity to keep up with the pace of APC's work in terms of its breadth of scope, keeping pace of new issues, information overload etc.
- They have a sense that although they might be familiar with some aspects of APC's work, they know that they aren't aware of all – and feel that they are missing out on opportunities.

This presents a great challenge for APC, and a positive one. Members in the main want to be a central part of APC and are still totally committed to the network (though some would say 'institution' or 'organisation'). This clearly has implications at a range of levels – operational, governance, staffing and resources.

It should also be noted, that several members thanked their interviewer for the opportunity to participate in the survey, and are looking forward to actions emerging from it.

APC Member survey responses

A. About you and your APC membership

1 & 2. What values do you associate with APC?

The majority of members associate very similar values with APC – various keywords were often repeated including:

equality, democracy, justice, respect, transparency, social change, openness

Feminism as a value, was only noted by one member.

In addition, several members commented on what might be considered 'ways of working' rather than values such as:

participation, communication, networking, international, global focus

A few members found this question difficult to answer as they felt that the values associated with APC membership in its early years were much clearer and unquestionably shared by all members. They question whether all members share the same value system now.

One comment expressed the concern that APC *'lives a life of its own independent of the members'*

3. Why did you join (become a member of) the APC network?

Most organisations are motivated to join APC because they feel the need to be **a part of a larger, network of like minded groups**, where they can meet people and organisations with similar values, objectives and goals – specifically in relation to ICTS and social change.

Organisations want to be part of an international network of solidarity where:

- their practical and strategic needs can be met,
- their capacities can be strengthened in a range of ways,
- they can share experiences, learn and gain support and solidarity for their own work and
- they can access information about social change in other parts of the world.

Many of the newer members were motivated by their involvement in ICT policy at local levels, and felt the need to have **access to the collective resources of an international organisation active in the ICT policy realm**.

One member who was active in ICT policy work found the need to have a **deeper understanding of the connection between technology and development** whilst another member who does not engage in global policy work, wanted to **be part of an**

international network to whom they could 'delegate the policy, advocacy work of the international level'.

For those members who are politically active (particularly at the national level) the need to be part of an international network that could provide [political solidarity](#), raise [visibility](#) etc, was important.

In addition, membership motivation is often underpinned by various practical organisational capacity needs such as access to [training, information, expertise and know-how, funding, technical support](#), etc

4. Did your membership meet this expectation?

The responses to this question, were in the main, very positive. In most cases, membership expectations have been met or indeed been exceeded.

But as is said, the 'devil is in the detail' and a few members gave a 'yes and no' response.

Several members commented on [membership as a 'process'](#), a process which has it's 'ups and downs', where there are periods of great satisfaction, and periods where expectations are not met. In addition, that the [process of membership is a long one](#), particularly for newer members (and now older members) who struggle to fully appreciate the breadth of work APC undertakes.

Some members feel that they are not in a position to fully appreciate APC membership as they do not comprehend the breadth of work nor opportunities for involvement and a few feel that they are in a position of always 'receiving from APC', whereas they [would prefer the relationship to be one of equal contribution](#).

Members expectations are met when they see [concrete results](#), whether these be localised (such as fundraising or other types of support, particularly during times of crisis), when APC provides the opportunity or platform for a member to participate in a meaningful and beneficial way in global, regional or national processes, (such as local ICT policy work and the WSIS) or APC contributes to community building around a specific application or activity important to a cluster of members (such as action applications).

Some members commented on the crucial role APC plays during times of member crisis or transition. In one instance, where this type of support had been forthcoming, and contribute to new opportunities for funding, activities, visibility etc the member commented that:

“it is through the APC networks that xxxxxxxx was able to actually make a quantum leap as an organisation, based on this positive relationship. The fact that the APC network was available to us at crucial points – in terms of media releases (communications) and fund raising . That was pretty crucial”.

Conversely, another member felt that this was exactly the type of support that was not forthcoming during times of crisis:

“In part, APC's presence gave us backing and great support for international representation and lobby work. But APC's help was insufficient in certain aspects. Like if you take the help APC could offer for our internal organisation, it was symbolic in many occasions.”

5. How do you feel about being part of the APC network?

Asking questions about feelings are certain to elicit a range of diverse responses.

Responses to this question were generally very positive in terms of the words people used to describe how they felt about APC but were also very subjective based on the members 'personal' experience with APC, which of course varies considerably from member to member.

nice, good, positive, feeling like we belong, privileged, really happy, proud, very comfortable

A few were less emotive with one noting that it is really not about 'feelings' but about whether APC can help the member do their work more effectively.

so far so good, lukewarm, useful, helpful

A question which uses the word 'feel' also highlights issues which members feel emotional about.

Issues of:

- tensions between members and staff,
- APC as a network or an institution,
- a sense of a vast 'internal bureaucracy',

were noted whilst there is a sense amongst some members that 'feel' they are 'missing out' as they see APC 'moving faster', than they are and again, the question of 'feeling a part of something' but not necessarily benefiting concretely:

“feeling part of something definitely yes, but in the concrete workings, almost nothing. We were not very informed of what was happening at APC and in that sense, not really”

6. What do you like about APC meetings and workshops?

With hindsight, this questions should have been framed differently. The responses relate to

- face to face meetings in general
- training and capacity building workshops
- documentation

Only two members commented on the council and member meetings. Several members, or at least the staff person of the member responding to the survey, have

not yet attended an APC workshop or meeting and therefore were unable to answer the question.

Face to face meetings: (refer 2000 survey)

The overriding sense, which will not come as a surprise, is that the value of face to face meetings (of any kind) are enormous, particularly considering the amount of time the APC community spends online, not so much in terms of the focus or agenda or skills and opportunities they may bring (which are substantial) but the desire and need to:

'make a net of people, instead a net of machines'.

Members used very similar words and phrases to express the value of face to face meetings:

- the richness of personal encounter
- the renewal and growth of personal relationships
- knowing other members better and strengthening linkages.
- meeting and talking with different people/activists from many countries, particularly developing countries,
- generating deeper understanding of different positions which is impossible, or very difficult to do online
- sharing, connecting, networking, exchange and skills sharing

Workshops

Members comments reflect the two different types of meetings APC engages in – the training, skill sharing, capacity building type workshops, and the Council and member meetings.

Most comments relate to workshops, and even when referring to the Council meeting, members comments drift to the value of the capacity building workshops, that have formed a substantial part of the past two Council meetings (Cartagena - http://intranet.apc.org/gov/meetings/cm_1003/index.htm and Varna - <http://www.apc.org/tiki/tiki-index.php?page=APCcm2005>).

There is little doubt that access to training, through face to face workshops, is considered of great benefit to APC members. In fact, there are **almost no negative comments about training workshops** with the exception of their length, and positioning, during council meetings.

Members feel the workshops are of a **high quality** (in terms of content, materials and resource people), are '**up-to-date**' in terms of current thinking on issues and applications and are **effective** in transferring knowledge and skills.

One member noted that although historically, workshops and meetings were 'sources of energy' which gave him 'new ideas' to take home and implement, that currently, he doesn't find the meetings inspirational. His assumption is that is because of the change of focus/interest and priorities between the member, and APC.

Another member commented on the need to ensure the capacity building workshops during the council meeting were of sufficient duration and relevance so as to be of benefit to a member who might want to bring a second staff person, specifically for training, networking and collaborative project development.

Documentation

It's worth noting that a few members explicitly commented on the [value of using wiki's and intranets](#) for meeting documentation, noting that they were very useful tools that benefit both those who are able to attend the meeting, and those who are not.

7. What don't you like about APC meetings and workshops?

Conversely, most of the comments in response to this question, have been interpreted as relating to what members don't like about member meetings, and council meetings (as opposed to training workshops) – and again, will not come as a surprise.

What members don't like about member and council meetings can be summarised quite simply:

- the agendas are too heavy
- the meetings are too long (the council meetings)
- due to the high number of participants and diversity, various needs are not met
- there is not enough time to relax and network in a 'free environment'
- language is a barrier to participation, particularly for non-native english and spanish speakers
- there is not enough followup

Surprisingly, there were very few comments about lack of documentation preparation, although, the survey's were completed prior to the Varna Council meeting where we realise lack of sufficient preparation of documentation was a major concern.

In relation to facilitation, some members like *open space*, some prefer more traditional ways of working.

The comments are not totally negative. Members have a keen sense of understanding of the realities of holding meetings for such a large group of people, and realise that there are certain realities we will have to live with. Nonetheless, the repetition of the above comments across almost all members, needs to be considered in preparation of future meetings.

B. Programmes and general participation

8. How do you rate your participation in APC in general?

The intention of this question was to allow the member to 'self-describe' their involvement in APC. How they defined their involvement was broad, including participation in any or all of the following:

- mailing lists (apc.council, apc.forum, apc-wsis, programme and project lists etc)
- programme activities and workshops
- reactions to calls for endorsements of statements, petitions
- online technical support, e.g. on apc aa general
- contributions to APCNEWS/NOTICIAS, InsideAPC etc - other activities.

They were asked to give a score of between 1 and 5, rating their **overall** participation in APC activities. A rating of '5' indicating 'most active' and '1' least active.

Some felt that this rating scheme was a design fault as, whenever an odd scale (for example, one to five) is given, a respondent will more often than not select a midway point (3 in this case), which can obscure whether the member feels they participate above their capacity, or below. Nonetheless, the 1-5 label was used.

		Response Percent	Response Total
5 (most active)		5.3%	1
4		15.8%	3
3		36.8%	7
2		31.6%	6
1 (least active)		10.5%	2
Total Respondents			19
(skipped this question)			2

As the table above shows, most members feel their participation is somewhere in the middle, leaning towards being less active, than they would like.

9. APC Organises it's work in three programmatic areas - can you remember what they are?

The following table indicates that 6 of the 21 members did not know the names of any of the programmes. Of the 15 who did, 15 knew the name of the WNSP, 13 the name of the CIPP and 12, the name of the SUCB programme.

		Response Percent	Response Total
WNSP		100%	15
SUCB		80%	12
CIPP		86.7%	13
Total Respondents			15
(skipped this question)			6

In a subsequent question (Q11 in the full report), members were asked that, if they couldn't remember the name of the programmes, could they describe broadly, the focus of each programme area.

10. Which programme are you most interested in?

Members were then asked to rank the programmes in order of their interest. (1 being least, 3 being most).

The following table shows the results. Although this is quite a crude way of measuring value of and interest in programmes areas, it indicates

a) a high overall interest in the programmes in general

b) several members value all programmes equally, though they may prioritise them differently at different times:

“All of them [the programmes] are equally important to us but the importance changes depending on the moment. Right now SUCB is most important, however in the past CIPP would have been most important. In the future we think it will be WNSP”.

c) a very high interest in the SUCB programme

Other points worth noting:

- one member only [became aware of the programmes during a member to member exchange](#) (The Member Exchange Fund activity²)
- for newer members (who in the main did not know the names of programmes but made valiant guesses at what their focus was), much more attention needs to be paid in [orienting new members to the programme areas](#).

² The APC Member Learning and Exchange Fund (APCMEF) aims to support member driven skills-sharing, internships, and planning for collaboration among APC members. Online collaboration can be very powerful, but it has limitations. The APC network has grown significantly in size and geographic reach during the last few years. And while this increases opportunities for working together, it makes facilitating collaboration and exchange effectively much harder. The APCMEF supports APC member staff travelling to visit one another when effective collaboration requires on site work or face-to-face meeting.

Member	WNSP	CIPP	SUCB
1 Alternatives	No response	No response	No response
2 Nodo tau	1	3	3
3 Wougnet	3	2	2
4 GreenNet	2	3	2
5 IteM	1	3	2
6 jinbonet	2	3	2
7 bluelink	1	2	3
8 web	2	1	3
9 zamirnet	No response	No response	No response
10 cepes	3	3	3
11 colnodo	1	3	2
12 changenet	1	1	2 (AA only)
13 jcanet	1	3	2
14 womensnet	3	2	2
15 openforum	2	1	3
16 unimondo	1	3	3
17 greenspider	1	2	3
18 Laneta	2	3	2
19 intercom	No response	No response	No response
20 eslared	No response	No response	No response
21 pangea	3	1	2
22 Arabdev			
Average	1.82	2.35	2.41

Table: Which programmes are you most interested in?

C. Member grants

The questions in this section were designed to get a better understanding of how APC staff communicate information to members, particularly in relation to opportunities for travel to workshops and meetings, and member collaboration.

The questions focussed on awareness of the CIPP travel grant (renamed in 2006 to the 'Member Travel Fund'³) and Member Exchange Fund (MEF) grant. Whether members knew about the grants, how they had heard about them, if they had, whether they had applied, if not, how we could improve communication and whether they would apply, if they were aware of them.

9 of the 21 members responding had heard of the CIPP travel grant. Of those who had heard, 5 had applied (from a total of 13 members who have applied). Members heard about the grant through a range of means: one on one email with staff, EB meetings and through mailing lists. A few members who have heard about the grant, have either not had time to research it's relevance for them, or have done so and find it irrelevant for them.

13 of the 21 members responding had heard of the MEF grant. Of those who had heard, 2 had applied (from a total of 2 members who have applied). Members heard

³ The CIPP travel fund was established in March 2005 to facilitate member participation in events that are relevant to the APC Strategic Priorities (generally) and the CIPP Key Results Areas (KRAs) specifically. The travel fund has a budget of US\$30,000 for 2006 and US\$10,000 has been allocated as of September 2006.

During the Executive Board meeting in March 2006, it was agreed that due to the diversification of our policy work (to include FOSS, Access to Knowledge etc) and to acknowledge the importance of other APC community priorities (such as wireless training, audio and visual production, gender and ICT evaluation etc) the fund should be renamed to the **Member Travel Fund** and the criteria revised to reflect this change.

about the grant through similar means, though it seems more had heard about the MEF grant through APC lists, than via one to one staff mail.

Members who hadn't heard of the grants were asked if they would now apply. In general, members need more information about the CIPP travel grant, how it relates to their work, whether their needs would fit the criteria etc. In relation to the MEF grant, there doesn't seem to be a lack of need, but rather, a question of lack of time in organising an exchange, and facilitating discussion amongst members who would have mutual benefit from a member to member exchange.

D. Working together and the network

The next set of questions were designed to understand more about who the members are working with, both in terms of staff, and other members – and what the nature of that work is.

In relation to staff, members were asked who they had most communication with, not to list all of the staff members they communicated with.

Member		Management systems					CIPP		WNSP			SUCB						
		ae	kb	kah	fd	ms	vp	wc	vb	cgr	dp	ls	kf	jr	at	ad	kn	af
1	Alternatives	x	x	x	x	x	x	x										
2	Nodo tau	x	x	x					x		x							
3	Wougnet	x					x	x					x					
4	GreenNet	x	x											x				x
5	IteM	x													x			x
6	jinbobet	x	x	x					x									
7	bluelink	x	x															
8	web			x										x			x	
9	zamirnet	x	x	x			x				x	x						
10	cepes	x		x			x		x		x						x	
11	colnodo	x		x					x									
12	changenet																	
13	icanet		x				x											
14	womensnet	x	x	x		x			x					x	x			
15	openforum		x	x														
16	unimondo		x								x	x						
17	greenspider	x		x														
18	intercom								x									
19	eslared								x								x	
20	pangea			x														
21	Laneta	x							x									
22	Arabdev																	

All members, with the exception of one, have regular communication with more than two staff people.

In some ways, the nature of relationships between members and staff can be interpreted as a natural reflection of the member and their programme involvement, linguistic and regional contexts, media and promotions work, finance and fund-raising needs, governance issues and personal relationships.

One member noted that they had a good working relationship with one staff member, but when that staff person left the office, it was more difficult to maintain contact. At this time, they are unaware of who any other APC staff members were.

From additional comments in response to the question, it could be surmised that it is very important for every APC member to have at least one staff member with whom they are in regular contact. Older members will have developed these relationships overtime, but both newer members, and members who have staff management turnover, do need greater attention to ensure they are in touch with one APC staff person who can provide a conduit to the network.

In relation to member to member communication and collaboration:

One member did not respond to this question, one member commented that their relationship was more with individual staff members than members, two members work regularly with only one other member but 18 members work with at least two members on projects, with 10 members working with 3 or more other members.

Members not only work with other members on collaborative projects (such as Action apps, ICT policy, wireless, GEM) but also build relationships around political solidarity, to ensure access to Executive Board members and for technical support.

With such a high number of members working collaboratively with other members, the question of why the MEF fund is so under-utilised requires special attention.

Member	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1 Alternatives																								
2 Nodo tau																								
3 Wougnet														x							x	x		
4 GreenNet					x									x						x			x	x
5 IteM		x		x																				
6 jinbobet														x										
7 bluelink									x			x	x											
8 web										x	x													x
9 zamirnet				x			x									x				x				
10 cepes		x		x							x									x				x
11 colnodo		x						x		x										x			x	x
12 changenet				x				x															x	
13 icanet						x									x									
14 womensnet																								
15 openforum																								
16 unimondo										x														
17 greenspider				x			x					x											x	x
18 intercom		x										x												
19 eslared		x										x												
20 pangea		x										x												
21 aneta											x	x												

Note: only members who completed the survey are reflected above. Some members noted collaboration with members who did not complete the survey.

E. APC membership - benefits and promotion

Members were asked

- how APC membership benefited them,
- how it could benefit them more than it is now (if it is),
- whether the member promotes their APC membership (through websites, newsletter, mailinglists etc)
- and what (added) value APC promotion brought, if any, to the member.

How APC membership benefited members

The responses to the question about how APC membership benefited members echoed several comments made in response to 'why did you join apc' and 'did membership meet your expectations'. Comments could be generally clustered into three areas:

- Sense of community, identify and 'reference' point
- Practical needs
- Strategic needs

As the responses to this question are not terribly long, it is worth reading through the full report to get a fuller sense of member benefits, but a summary of the types of comments members made are below:

Sense of community, identity and 'reference' point

- meeting people, networking and collaboration
- diverse experience exchange and learning
- being able to draw on the expertise of the community when needed
- moral and other 'intangible' support mechanisms

Practical needs

- technical support
- funding raising support for local work
- access to grants (CIPP and MEF)
- building capacity and exchanging skills
- application development (ActionApps)

Strategic needs

- providing a global vision
- getting support from programmes that are particularly relevant to the member (such as the WNSP when a member has a strong women's/gender project, network or activity; the CIPP programme when a member is engaged in national or regional policy work)
- using APC's network of partners to build strong relationships regionally

A few members mentioned APC bringing greater credibility to members work, in relation to developing stronger funding proposals, policy positions etc. But, that there can also be a down side to this:

“APC is a know[n] actor in some places. Sometimes, this favours you, sometimes it doesn't if APC doesn't have a good image among those people or organisations.”

If members are feeling alienated, or somewhat disillusioned with APC, this obviously colours their response to questions regarding value and benefit. One member feels that even in the case of application development that was originally intended for one community, of which the member was a part, there has been a shift of priority to other communities of which they don't feel a part and that this is linked to the shift away from grassroots/local work to 'high policy work'.

How could APC membership benefit the members more?

Members responses could be clustered into the following categories:

- help to make the individual members more visible/viable
- greater attention to identifying the needs and priorities of members and support greater cohesion and collaboration amongst members
- greater understanding of what contributions/benefits members can bring to one another, and APC
- more personal/personalised contact with each member and
- greater efforts to facilitate connections between members – particularly newer members.

One member noted:

“APC can possibly support its members work, distribute grants and generate ideas for projects. If that's available, its great, but the main point should be networking. There are new organisations on council list, but we don't even know them by name. APC could integrate these new members much more, we should see more about them on the web and other spaces, otherwise we have to wait for the next council meeting to be able to find out. For example, for the action kit, we are only working with "old" members.”

- more attention to members who are feeling alienated, isolated, neglected – rebuild relationships more projects like ActionApps – collaborative development of tools members can use
- greater technical collaboration
- support for fund-raising, particularly in europe
- replicate the success of some APC activities (such as the CATIA project) in other regions
- more regional meetings with sustainable follow-up

One member commented that no matter how great efforts were by staff (to for example, facilitate collaboration, provide grant opportunities etc) there has to be a real sense of community and will to work together.

“..cooperation/sharing requires common unity spirit, viber, which is not something you can set from top. Therefore it depends mainly on the individual members, than APC.”

Promotion of APC by the member

19 of the 21 members responded that they promoted APC through a variety of ways including websites, annual reports, publications and newsletters, through

presentations at meetings. Some comments indicated that not all members carry the APC logo on their website.

“What value does the promotion have for your organisation?”

Comments in relation to this question were quite varied and it's clear that it is a difficult issue to assess.

Funding: quite a few members responded that referencing APC's name in funding applications is received positively, by donors, particularly international donors.

'Generates opportunities': several members used this phrase, without being to specify exactly what opportunities APC Promotion generated – nonetheless, they feel that it does.

'Driving traffic to members': one member noted that APC newsletters and publications definitely drive traffic to their member website. Another noted the excellent quality of APCNEWS and how they regularly take these to meetings with donors, and partners.

Capacity for renewal and solidarity: one member noted that although the name of APC doesn't mean much in their country, it is useful for them to be able to refer to a network of organisations around the world who are struggling the same battles – these reduces isolationism. One member noted that being a part of a global network helps to locate the member in a global context and generates a 'capacity for renewal'

F. Strengthening the network and closing comments.

The final section of the survey focused on asking the members for suggestions on

- how to make APC a stronger more effective network
- whether there were organisations they were working with that APC should work more closely with
- recommendations for new members and
- closing comments.

Organisations that APC should develop stronger relationships with or who are recommended as potential members

international: iEARN; AMARC; CRIS Campaign; Indymedia; Web of Change

regional: INetwork (IISD supported in West Africa); CEE ICT environmental networks; Arab organisations and networks; Asia Community Centre 21 - an umbrella organisation for Asian NGOs; WITT (women's Information Technology Transfer)

national: Koumbit (Montreal); FARCO (Argentinian Community Radio Broadcasters); Mexican CRIS; Genderchangers (Netherlands); Enlace Quiche (Guatemala) <http://www.enlacequiche.org.gt/> ; icamerica.net, Luis Barnola; more groups in the Soviet Republic; Jcafe (Japan); CPSR/Japan - Computer Professionals for Social Responsibilities; MAMA (Multimedia institut) <http://mama.mi2.hr>; Minok (Hungary); Somoslibres.org (Peru); Red de Desarrollo Sostenible (Nicaragua); Asociacion Asodigua (country?); Fondo Indígena (Bolivia)

One member noted that 'members of our organisation' should also be members of APC, another member recommended that more APC members should join the ICANN Non Commercial Users Constituency (NCUC);

Another noted that there are organisations would could be potential members but who couldn't afford the membership fee:

"The membership fee should stay because it shows you are committed to APC, that you are willing to make that effort to be part of the association. It's important to contribute but maybe there could be some compromise. It could be a good idea to accept labour instead of cash to "pay" for the membership fee."

Suggestions on how APC can be made a stronger, more effective network and any other comments

About the survey

- thanks for this opportunity to be able to make our situation at XXXXXX known
- thank you for having this survey, it reminds us about APC membership and our communication.
- this interview could be reinforced with the generation of additional propositions that could be done in an organised and mature way, with the help of the transcribed information.
- make regular surveys such as this one (yearly) and ensure follow-up takes place.
- great to have this survey which shows APC cares, wants to know how members feel about the network

Know the members

- know more about what the different groups do in order to take maximum advantage of the group's experience and competitive advantage.
- the call for participation in the different projects should be directed at those who can really realise them...
- know more about what the different groups do in order to take maximum advantage of the group's experience and competitive advantage.
- There needs to be an intersection between membership development and staffing needs. Some members may feel that they are getting very little from the network. But APC should be more transparent about the interaction and work with members. [In order to demonstrate where there is interaction between apc and members]. The member does not have this tension as it does not depend on APC support or work from APC to survive.

Member-member communication and collaboration

- fundamental that we create collaborative work mechanisms between the members that share similarities, regions, guided by the APC staff.

- Find a methodology between informal and formal council processes, where people can share experiences, here's where we are at, here's where we are going, future direction of APC.
- the chance to discuss more with members, issues arising from the changing relationship between technology and society and the internet
- improve communication between members, disseminating their activities. That the best practices and working methods be canalised
- stress the sense of ownership of members
- strengthen the political discussion between members
- The council should meet face to face once a year.
- have more fluent communication channels between members
- challenge in LAC: make members know each other. Maybe replicate the experience of Colnodo, who became stronger thanks to Apc.
- involve more people from organizations on different levels into APC work (avoiding problem of relying on one person only knowing apc)
- Council meetings, face-to-face are very important as they are the only chance members (and staff) have to have a clear understanding of what everyone is doing.

Member participation and ownership

- foster the participation of our own members.
- conduct more events/activities/projects that will involve the members.
- make the work of the member more visible
- Energise the network and make APC relevant and beneficial to all members by engaging someone who can animate/energize and respond to 'on the ground/grassroots' needs
- We need to work on and promote collaborative projects even more. Particularly cross continental

Members in the regions

- In Africa, we should try to work together as APC Africa members on initiatives that are not initiated by APC management.
- more regional meetings.
- language is a weak point in APC, especially for Asia.

Membership development

- continue to increase members
- I think at the moment membership is increasing and that is a positive step. However if it became too large a group it might start to become harder to work effectively together. I think it is important to keep a balance.

Member orientation

- produce some outreach and invitation materials with a description of purpose and benefit.

- a kit for new member introducing the wide scope of APC values and activities would be helpful.
- connecting people and organisations and facilitating new members to become part of the network.

Member-staff communication and consultation

- important that alliances and the cooperative work at APC with organisations in this region [LAC] need to be consulted and agreed upon beforehand with the members and not only informed [imposed].
- more responsive (fast) communications from staff to members
- more horizontal link. APC organizations should try to find such better horizontal model.
- Respond quickly and transparently to tensions or potential tensions between members, between members and staff etc
- openly acknowledge and address tensions emerge from unrealistic expectations from both members and staff (source if often having to deal with too many things at the same time)

General staffing issues

- when hiring staff diversity should be taken into account.
- reduce staff overload and lack of follow-up by expanding staff and outsourcing some activities/projects to members

Governance

- Move the executive board to zonal [regional?] representation.

Fundraising and finance

- more resources (money)
- diversify donor pool (EU)
- Apc versus member funding – together, separately? (ref web networks experience)
- business sustainability and business planning – APC has poor record (ref action apps, action kit)
- clear balance sheet/financial reporting and clear understanding of project income

Other

- Talking about our 'money' culture – 'poverty mentality' is not health in an organisation
- Open europe office
- Question investment in WSIS in terms of developing coherent positions on policy issues – FOSS for example
- More Advocacy
- Capacity Building for other NGOs in the area of ICTs, to have workshops and information on the website