

# APC STRATEGIC PLAN 2013-2016

## Version 2 - 9 October 2012

*APC's vision is that all people have easy and affordable access to a free and open internet which they are able to use to improve their lives and create a more just world. (APC vision statement)*

### ***Jingle from Strategic plan workshop September 2012***

*KRAs needs tweaking  
towards that emphatic feeling  
it's all about the nodes  
and about the network*

*It's about the  
critical,  
political,  
mindful...*

*Access is rights  
and rights are everything  
it's not about the tech  
it's about the critical  
political,  
mindful*

*Critical,  
political,  
mindful...  
it's about us...  
it's about us...*

*it's about us...  
it's about us...*

## **Introduction**

### **The planning process**

APC used multiple methods to develop this strategic plan. At its meeting in January 2012 the APC Executive Board agreed that APC's 2009–2012 strategic goals and key result areas (KRAs) were likely to continue to be relevant for the next few years. Our work on developing the new plan thus started with a review of progress in achieving these goals and an assessment of current and emerging priorities.

The first step in the review was an online survey in which members, programme and management teams, and a select group of partners were asked to respond to questions assessing APC's performance against the existing KRAs, the relevance of these KRAs for APC in the coming years, and suggestions for additional KRAs. Respondents were also asked for their views on the vision, mission and goals, and on the cross-cutting issues that were part of the 2008-2012 plan.

Members then participated in regional online meetings to discuss the findings of the survey.

The next step was a three-day face-to-face strategic planning meeting in which the APC board, additional member representatives and staff participated. The opening session included inputs from APC partners and ex-staff to assist us in broadening our contextual analysis. This was followed by a facilitated process during which the group identified KRAs, impact objectives for each KRA, and an initial set of specific objectives and activities needed to achieve them. The outcome of the planning meeting was a draft 2013-16 strategic plan

which underwent extensive discussion and revision among members and staff up to the end of October 2012.

Finally, this plan was formally presented to and adopted by the APC Council in November 2012.

## **About APC**

APC is both a network and an organisation. Our strength has come from our membership (a mix of southern and northern organisations) and staff, and their combined knowledge and experience of promoting and using ICTs at local, national and regional levels. Through both our members and staff who are located in different parts of the world, APC gains local perspectives, contact with grassroots organisations and insights from engagement with national policy makers that we integrate into our global work.

### **APC as a network**

APC has been operating as an international membership-based organisation since 1990. In September 2012, APC had 44 members in 34 countries. Organisational members are spread across all regions of the world – Africa, Asia, Latin America and the Caribbean, East and West Europe and North America.

Members of APC are organisations that share common values and agree with and work to further APC's mission. They work actively with civil society and social movements in using ICTs to empower and support others to build strategic communities and initiatives contributing to equitable human development, social justice, participatory political processes and environmental sustainability. APC members work collaboratively with one another and with APC programmes and projects.

In January 2012 the APC board agreed to open up the network to individual membership. APC has done this in a way that allows for involvement of individual members without undermining the institutional membership tradition which has been a key source of our strength. Thus, for example, individual members pay lower membership fees, participate in activities and provide input on strategies, but do not have the same voting rights and decision-making powers as organisational members.

### **APC as an organisation**

In addition to its network aspect, APC is an organisation with its own programme structure. As at September 2012 APC has a staff of 24, some of whom work part-time for APC and part-time on other work, including for member organisations. Staff members are located in Argentina, Canada, Cote d'Ivoire, Czech Republic, Ecuador, Malaysia, Mexico, New Zealand, Uruguay, South Africa, the Philippines and the United Kingdom.

Staff members work in a programme or support team. APC's two programme areas are Communications and Information Policy (CIPP) and Women's Rights (WRP). Programmes work closely with APC members and are supported by the Communications and Networking and Management Systems teams. The Management Systems team is responsible for strategic planning, resource mobilisation, finance, human resources and administration, and, evaluation and learning. For more detail refer to the APC organogram attached as Appendix 1.

## **APC's mission**

*The Association for Progressive Communications is a global network of civil society organisations whose mission is to empower and support organisations, social movements and individuals in and through the use of information and communication technologies to build strategic communities and initiatives for the purpose of making meaningful contributions to equitable human development, social justice, participatory political processes and environmental sustainability.*

## **APC's vision**

*All people have easy and affordable access to a free and open internet to improve their lives and create a more just world.*

## **APC's values and guiding principles**

APC members are bound together by common values. Since our official founding in 1990, the network has developed guiding principles that we endeavour to integrate into all our activities. These values and principles guide **what** APC does and **how** it is done.

APC is committed to working through:

*Decentralised action*

*Sharing information and tools in the public domain*

*Having a strong Southern base and orientation*

*Creating and strengthening an international membership community for joint action and learning.*

We value:

*Local initiative and ownership*

*Freedom of expression, communications and information*

*Open content and open standards*

*Free and open source software*

*Social equality and gender equality*

*Collaboration and partnership*

*Inclusiveness and diversity*

*Creativity and capacity building*

*Democratic, accountable and transparent governance*

*ICT solutions that are appropriate and affordable*

## **APC's key result areas and crosscutting goals for 2013-16**

APC's key result areas (KRAs) guide the work of the organisation during a strategic plan period. This does not mean that every member of APC must do work on each of the KRAs simultaneously. However, it does mean that for each KRA there must be a critical mass of member organisations that are committed to this area both within their own organisation and as the APC network.

During the strategic planning process we reviewed the KRAs of the 2009-2012 strategic plan and considered whether they were still relevant, and also whether we should add new KRAs. All these discussions took into consideration the current global context as well as the context in different regions and countries where the APC network is present. During the strategic planning process we also reviewed the two crosscutting goals – women’s empowerment and openness – of the 2009-2012 strategic plan.

The result of this process was that the APC board, members and staff agreed on the following KRAs for the 2013-2016 plan:

1. Securing and defending internet access and rights
2. Fostering good internet governance
3. Strengthening use and development of transformative technology
4. Ending technology-based violence against women
5. Strengthening APC community networks

Further, members agreed on the following three crosscutting goals for the plan period:

- Building the “information commons”
- Fostering linguistic diversity
- Promoting gender equality and women’s empowerment

These cross-cutting goals will be taken into account and integrated into all our work.

Below we provide a short motivation for each of the KRAs followed by a simplified logical framework matrix that identifies the overall objectives (longer-term impact), more specific objectives (that we hope to achieve in the plan period), and envisaged activities. Measurable indicators are included for each KRA. Some of these can be measured in the short term, others in the longer term. These indicators are but one component of the monitoring and evaluation process that will accompany this plan.

APC’s overall work is organised through five linked strategic activity areas: research, capacity building, advocacy, network building and strategic communications. These activities reinforce each other. For example, research will generate knowledge and information resources that are used in advocacy to influence policy outcomes, or to produce learning materials used in capacity building interventions. These activities underpin and support the effective implementation of the strategic plan.

Finally, it must be emphasised more generally that this strategic plan documents what we would like to do during the plan period. What we are able to do will however, ultimately depend on whether we are able to mobilise the resources that allow us to implement our plans. This point is especially important in the current context of severe cut-backs in the availability of international and local sources of funding for civil society organisations in virtually all parts of the world.

## Key result area 1: Securing and defending internet access and rights

Internet access and human rights can no longer be separated. The distinctions between affordable, quality access, and the expression and realisation of human rights on the internet as well as through the use of the internet are increasingly blurred.

Firstly, quality, affordable access to a free and open internet is a multifaceted concept. It includes access to internet infrastructure, net neutrality, access to content, freedom of expression and association, and social, cultural and political rights which enable access (both online and offline), and are supported by appropriate regulatory and policy frameworks. Access disparities exist among and between groups, including on lines of gender, race, ethnicity, age, and sexual orientation and gender identity. Those without access may be denied the right to give voice to their social and political aims and be unable to use the internet to demand rights on the same footing as others. Access to the internet is thus increasingly being framed as a critical part of human rights. Conversely, human rights are increasingly viewed as essential to ensure policies which deliver quality, affordable access for all. Because of this there is a need to quicken the pace of internet access, to draw creatively on the allocation of radio frequencies and spectrum, to strengthen and develop local community wireless networks and to consider the role of free public access in, for example, public libraries and community centres.

Secondly, securing access brings to the fore a range of human rights issues. As the internet becomes ubiquitous, people are more able to exercise and demand the full range of their rights, limitations and threats to human rights offline are also happening online. New tensions are also emerging that are specific to the internet. For example, as the internet intrudes into more and more aspects of people's everyday lives, the tension between the right to privacy and the need for openness increases.

There is also a tension between openness and other rights, for example, women's human rights and sexual rights and freedoms, as well as tensions in applying human rights, with increasing moves towards monitoring, surveillance and censorship. The range and increasing complexity of these tensions indicates there is a need to frame internet rights more holistically and to research and monitor diverse internet rights (including access) and develop resources to support advocacy and capacity building of the actors that can help secure these rights.

Overall impact objectives	Specific objectives	Activities	Result indicators
Universal affordable access to the internet	Free public access is more widely available in public libraries and other public spaces	Campaign for free public access to the internet in libraries, schools, clinics etc. to be included in efforts to increase access	Number of references to 'free public access' by policy makers, donors, and others working to extend access
	Use, management and regulation of radio frequency as well as digital migration strategies contribute to providing affordable access to the internet	Use research outputs (e.g. case studies) to advocate for new and more efficient approaches to frequency allocation and management	Number of spaces where APC research is used for advocacy
	Local and community wireless internet services are more available to people currently (2012) lacking	Support use of Television White Space for internet access through advocacy and building capacity and	Number of pilots implemented

Overall impact objectives	Specific objectives	Activities	Result indicators
	quality affordable access	partnerships	
Human rights on the internet are understood, recognised and defended	Understanding of what “human rights on the internet” means among human rights organisations, other human rights defenders, the media, broader civil society, service providers, national human rights institutions, the judiciary and governments	Update the APC Internet Rights Charter to incorporate the full range of human rights including sexual rights and economic, cultural and social rights	Updated Internet Rights Charter
		Research and monitor a wider range of internet-related human rights violations	Number of internet-related human rights violations recorded and monitored
		Develop training programmes and materials to support 'human rights on the internet' awareness raising and education	Number of materials; of training programmes and training sessions held.
		Maintain APC's engagement with global policy spaces such as the HRC, the IGF, the OECD, the CSTD, ICANN and extend APC's participation to other local and global spaces (such as the ITU) in which internet policies are debated, discussed and made	Number of national and global policy processes that impact on internet public policies in which APC and/or members are engaged.
	There is visible uptake of the position that internet rights are human rights and people use rights frameworks as leverage for actions on internet freedoms	APC community documents stories about the exercise of human rights online to help transform practice and to learn about internet rights as human rights	Number and diversity of stories produced
		APC network to build capacity of human rights defenders to be safe online	Number and diversity of human rights defenders reached through capacity building
		Work with APC developers and community on an internet rights are human rights “app” and link this to Connect Your Rights Campaign	Relevant “apps” produced
		APC resists and counters threats to internet rights violations, for example through filing complaints with human rights mechanisms	Number of actions and responses to internet rights threats initiated or taken by APC community (including partners).

## Key result area 2: Fostering good internet governance

**Good governance** is a prerequisite for sustainable social justice and development. This KRA focuses, in particular, on good governance of the internet, whether at national, regional or global level. As in other areas, good governance of the internet requires governance processes and institutions to be inclusive, transparent, accessible, participative and accountable. The intended and actual outcomes of good internet governance should be an accessible, fair and open internet that is developed and governed in the public interest, rather than in the interest of individual companies or governments.

The need for good internet governance has become even more critical as many governments introduce measures aimed at strengthening “security” and control over what citizens and others do. The dangers come from both democratic and authoritarian regimes and include multi-national treaties as well as national laws initiated to protect intellectual property rights in ways that are disproportionate and not sustainable and that will impact on access to knowledge in developing countries. While the national laws might, at first glance, seem less dangerous because they are restricted in their geographical scope, in reality in an interlinked world and inter-connected internet, measures introduced in one country are often quickly copied in other countries, or can directly affect users in other countries.

Good governance of the internet cannot be separated from the issue of multi-stakeholder participation. Nor can the notion of multi-stakeholder participation be taken for granted and considered without acknowledging and addressing politics of power and interest – be it corporate interest or the interest of individual or groups of governments. Frequent lip service is paid to the importance of including civil society and internet users in the governance of the internet. However, it is not clear that civil society is really an effective and influential voice in internet governance. There is an urgent need to understand and address the challenges around building truly global multi-stakeholder participation in internet governance in which respect for a broad range of rights and adherence to the public interest principle prevail.

Overall impact objectives	Specific objectives	Activities	Result indicators
Institutions and processes of internet governance are transparent, inclusive, diverse and accountable and enable effective civil society participation	APC agrees on a definition of good multi-stakeholder internet governance working from the APC, Council of Europe and United National Economic Commission for Europe Code of Good Practice for Internet Governance	Convene forum, consultations, dialogues to build consensus and document the outcomes of these processes in accessible form	Documents with agreed definitions
		Develop proposals/positions that include diverse perspectives in approaching the internet as a public good.	Issue papers on analytical and political frameworks related to internet governance
	The APC Code of Good Practice is promoted and applied by	Revise and adapt the Code into a more accessible and usable	Reference guide produced

<b>Overall impact objectives</b>	<b>Specific objectives</b>	<b>Activities</b>	<b>Result indicators</b>
	institutions involved in internet policy, governance and regulation	reference guide through consultation with relevant partners	
		Testing and application of the guide with selected institutions, prioritising countries that are particularly invested in debate and discussion about “enhanced cooperation”	Number of entities concerned with internet governance making use of the reference guide
Civil society stakeholders are actively engaged in shaping internet governance issues, processes and outcomes	The APC community develops strategies to engage diverse civil society group in internet governance processes	Monitor specific processes by governments and non-governmental institutions and share results	Report compliance with the Code of Good Practice by national governments, intergovernmental organisations and non-governmental internet governance institutions
		Strengthen participation of women in internet governance processes including through monitoring, research, capacity building, and mentored participation.	Number of women participating in targeted governance processes
	Multi-stakeholder internet governance processes are improved from the bottom up, e.g. from national level into regional and global	Advocate for the creation of legitimate national multi-stakeholder forums and platforms that can facilitate policy discussions.	Number of countries that establish multi-stakeholder forums and platforms
		Facilitate participation of partners from different sectors of civil society and social movements in national, regional and global internet governance processes, including through capacity building	Number of stakeholders participating in governance processes/events through APC facilitation.
		Facilitate the strengthening of regional multi-stakeholder platforms for internet governance policy dialogue	Number of regional internet governance-related processes in which APC members and staff play a key role in agenda setting and participation of diverse stakeholders, particularly civil society.
The global internet governance	The APC community keeps	Organise workshops and pre-events	Number of workshops and pre-



Overall impact objectives	Specific objectives	Activities	Result indicators
agenda and related processes consistently includes civil society voices and concerns and prioritises human rights and the public interest	developing strategies to strategically influence the IGF debate and agenda and increase participation of civil society voices, particularly voices from the South	to address specific critical internet governance issues and build the capacity of people who are not currently able to participate effectively	events organised.
		Participate strategically in the IGF's Multistakeholder Advisory Group's work and in organising regional and national IGFs	Number of APC staff and members who are influencing IGF events and processes

### Key result area 3: Strengthening use and development of transformative technology

The idea of transformative technology promotes mindful and critical development and use of information technology that contributes to sustainable development, political awareness, and self-empowerment. By linking technology use and development directly to human values, the relationship between individuals and technology is transformed from a utilitarian interaction into a meaningful component of human development.

Many aspects of technology today work at cross purposes to APC's values. The corporate software upgrade cycle makes hardware obsolete earlier than necessary, software designed for corporate profit prevents inter-operability and sharing, internet services and mobile manipulate users into giving up ownership of their own data, some communications protocols have built-in back doors that allow for government eavesdropping, and most research and development is geared towards increasing market share rather than to sustainability. These trends alienate users from technology

At the same time, powerful movements and developments promise integration between the values we embrace and the technology that increasingly supports our day-to-day lives. For example, free/libre/open source software (FLOSS) allows us to make sustainable choices about when and how we upgrade. FLOSS also provides a software development model based on maximum use and sharing, public good, and collaboration rather than profit. Alternatives to corporate social network sites are based on a community or user owned or distributed models rather than a model of central authority and control by an individual company.

Transformative technology means that bridging the digital access divide is not enough. Everyone must have control over and ownership of their technology, hardware and software, in the cloud and on the ground, and be able to it securely and safely.

Although environmental sustainability is only one aspect of transformative technology, Paul Mobbs, in *A practical guide to sustainable IT*<sup>1</sup>, conveys well how integral this aspect is to the entire process of technology development and use: “Assessing the sustainability of our use of information technology isn’t just a matter of measuring environmental pollution. It’s an all-encompassing view of how we design, organise and operate the information systems that allow us to carry out our work and live our lives – and doing so in a way which considers not only the impact on the planet today, but also how we develop, use and preserve information resources for ourselves and others in the future.”

Overall impact objectives	Specific objectives	Activities	Result indicators
Technology development emphasises openness, open standards, interoperability, and user ownership and control	Software developers are part of APC and APC engages with developers and draw them into policy processes	Allow individual affiliation with APC	Number of software developers who affiliate with APC
		Involve technology partners in human rights work	Number of technology partners who participate in human rights work of APC and its members

<sup>1</sup> From the introduction to Global Information Society Watch 2012.

<b>Overall impact objectives</b>	<b>Specific objectives</b>	<b>Activities</b>	<b>Result indicators</b>
	Technology manufacturers and software developers are held to account for sustainable practices	Produce a public report card on sustainable information technology and practice to assess sustainable practice of technology manufacturers and software developers	Public report card published annually or every two years, either as APC or in partnership with others
		Develop badge/logo for sustainable information technology linked to public report card	Number websites that make use of the badges/logos
		Partner with major environment group, e.g. Greenpeace, on hardware sustainability campaign	Number of media mentions of the campaign
Civil society organisations and social and political activists are critical, mindful and political in their technology choices	APC members and partners, and the civil society groups they collaborate are empowered and aware in their choices of technologies information sharing platforms	Promote green hosting (web and mail servers that are energy efficient and make use of renewable energy) facilities	Number of users in the APC community using green hosting facilities
	Sustainable practices are defined and understood as grounded in human rights and appropriate for diverse users	Identify and promote best practices for software development	Document detailing best practices
		Participate in spaces where best practices are developing	Number of events in which APC network participates.  Partnerships or working relationships established by APC with technology developers
		Develop training curriculum and deliver workshops based on the APC Guide to ICT Sustainable practice	Curriculum developed
Increased public demand for use for open and sustainable technology	Individuals and organisations within APC community are motivated to migrate to free/libre/open source software (FLOSS)	Survey to evaluate sustainable information technology use and needs in the APC network	Report on survey

<b>Overall impact objectives</b>	<b>Specific objectives</b>	<b>Activities</b>	<b>Result indicators</b>
		FLOSS migration parties and hands-on training on switching to FLOSS	Number of participants in parties or training who switch to FLOSS
		Popularise FLOSS, for example through publicising examples of 'celebrities' who embrace open licenses, testimonials about switching to FLOSS	Number of testimonials and examples posted on apc.org which have public comments attesting to FLOSS conversion
		Re-launch the APC Chris Nicol Prize and award bi-annually to recognise individuals and/or organisations who develop or use FLOSS in socially transformative and sustainable ways.	Award re-launched by the end of 2013 and again awarded in 2015
		Organise technical exchanges amongst APC members and partners using the Member Exchange Fund	Number of member exchanges involving APC members and partners implemented each year,
		Publish case studies on use of open and sustainable technology by activists	Number of case studies published

## Key result area 4: Ending technology-based violence against women

This key result area comprises two aspects. The first aspect is ending technology-based violence against women (VAW). The second aspect involves using technology to end violence against women which include cyberstalking, sexual harassment online, image manipulation and violation of privacy. These forms of violence against women have become a part of intimate partner violence and sexual abuse, intensifying harm through digital surveillance and replicating abuse through recording, reproduction and electronic distribution of violent acts. Preventing technology-related VAW is an important component in ending violence against women and contributes to creating a safe and secure environment for women and girls to participate fully in economic, social, politically, and cultural life of our society. In addressing both aspects, APC places high value on women's rights, leadership, agency and choice.

Violence against women is widely recognised as a serious problem in virtually every country of the world. It is a rights issue, and most governments have signed commitments to respect, protect, promote and fulfil women's rights to be free of violence. However, the United Nations Secretary-General's report on all forms of violence against women of 2006 underscored the worsening trend of this problem. The report states: "Violence against women impoverishes individual women and their families, as well as their communities, societies and nations at many levels. It reduces the capacity of victims/survivors to contribute productively to the family, the economy and public life; drains resources from social services, the justice system, health-care agencies and employers; and lowers the overall educational attainment, mobility and innovative potential of the victims/survivors, their children and even the perpetrators of such violence."

APC's research and advocacy in the past four years in twelve developing countries shows that online violence is widespread while reporting and prevention interventions are largely absent because this form of violence is not widely recognised even by those who experience it. The key elements of this KRA thus focus on expanding visibility and understanding of violence against women online, evidence-based advocacy towards prevention of online abuses directed at women and girls, and promotion of an online culture that affirms the rights to safety, security and privacy.

Overall impact objectives	Specific objectives	Activities	Result indicators
Society recognises VAW online and rejects it	More users, especially women's rights organisations, actively promote anti-VAW culture and practice online	Continue with Take Back the Tech! campaign	Number of users/ organisations with active Take Back the Tech! campaigns
		Engage in policy advocacy at national, regional and global policy levels and spaces to ensure women's rights and safety online are reflected in decisions and processes	Number of policy spaces, processes and decisions that reference and/or respond to violence against women online
	Social networking platform providers, mobile companies and other internet intermediaries develop user policies and best	Engage with private sector companies on corporate user policies that ensure women's rights and safety online	Number of corporate user policies developed or changed that directly strengthen protection of women's rights,

<b>Overall impact objectives</b>	<b>Specific objectives</b>	<b>Activities</b>	<b>Result indicators</b>
	practice standards that ensure women's safety and respect women's rights		safety and security online.  Number of positive responses by private sector companies to reports of/from users in the APC community who experience violence online.
		Build evidence to influence the development of user policies and best practice standards that ensure women's safety and security online	Number of times that evidence compiled through APC's research is referenced and used in developing specific user policies addressing women's rights and safety.
Technology is used effectively to combat VAW	More women confidently and safely use online public spaces	Train women's rights activists, particularly violence against women activists and organisations on secure online communications	Number of participants in training workshops  Number of organisations developing and implementing safety and security policies and practices, including training their staff in secure online communications.
	Technical people and technical communities are engaged in developing apps and games to combat violence against women	Organise a small grants project, hackathon or 48-hour innovation lab for young women and girl developers to develop apps and games to combat violence against women	Number of "apps" and games developed
		Map technology-related violence against women, including research into experiences of technical women	Mapping and research reports produced
	Civil society organisations, women's rights organisations and activists working in the field of VAW actively use technology in combating VAW	Capacity building for women's rights organisations through Feminist Technology Exchange(s)	Number of participants trained

## Key Result Area 5: Strengthening APC community networks

APC is both an organisation and a network. The network element has been at the core of APC from when it was first established as a network of networks with each member being a network in its own right. This means that APC in itself constitutes an APC community. Not all APC members are networks in the sense of having a membership structure. However, all members work in a networked manner in their own thematic or geographical area. The community aspect is one of the most important sources of APC's strength in advocacy from the local to the global level. The community aspect also strengthens each of its members. This happens both through access to skills, knowledge and resources, and through peer support and political solidarity.

APC's ability to function as an effective network and organisation is dependent on having a competent and committed staff. APC's staff includes both full-time and part-time people distributed around the world, with some of the latter based in member organisations. The combination of staff and members is powerful, but can also create tension in terms of where resources are channelled and where formal and informal decision-making power lies.

APC has paid careful attention to this tension over the many years of its existence. One example has been the emphasis placed on member participation in programme activities. Organisationally the importance of the network is reflected in the fact that the Council, which is made up of members, is the ultimate decision-making body of APC. However, while this works well with regard to internal APC decision-making processes, involving members in formulating APC policy positions has been more challenging. The time in which APC must respond to opportunities to submit official positions is often short, and members are busy. Finding creative solutions to this problem and strengthening policy debate within the APC community will be a priority in the 2013-16 period. Supporting and nurturing the relationship between and amongst staff and members is a critical element in sustaining the health and well-being of the APC community as a whole and contributing to a strong, engaged and empowered membership

In reviewing the current strategic plan period, members felt that there had not been enough member-to-member exchange at the level of regular regional meetings, and through joint member-initiated projects. Members also felt it was a priority for the network to grow larger. As one element of this, APC's membership will be opened up to like-minded individuals as well as organisations.

APC is a network that needs to be nurtured but "network building" is also a strategic activity that forms part of APC's approach to achieving positive social change. The networked community envisioned in this KRA extends beyond APC members and staff to include partners and others who share APC's vision and goals.

Overall impact objectives	Specific objectives	Activities	Result indicators
APC members lead in mobilising communities around ICTs for social change	APC positions are informed, supported and amplified by members, partners, allies and their networks	Create facilitated online spaces for political discussion, development of policy positions and definition of political actions.	Number of members and partners whose postings in APC-created online spaces are of a substantive nature and not simply 'sign-ins' or 'yes/no' responses.

Overall impact objectives	Specific objectives	Activities	Result indicators
			Number of instances where members' contributions are reflected in APC positions and political actions.
		Build research capacity among members and partners through an active Action Research Network	Number of members and partners active in ARN
		Increase and strengthen participation in GISWatch and expand GISWatch's distribution network	Number of members contributing to GISWatch
APC has an engaged, active and empowered membership	Knowledge, experience and resources are shared within APC	Find creative ways for members and staff to share and exchange services and resources and meet face-to-face, and incorporate onsite member visits into existing staff travel schedules where possible	Number of members participating in face-to-face meetings  Number of members who exchange services or resources  Number of staff-to-member onsite visits
		Establish a member communication strategy that incorporates a more frequent and personal approach to members	Communication strategy developed and implemented
		Develop a mechanism that ensures that staff draw on the skills, expertise and capacity of members in project development and implementation	Number of members involved in APC projects and activities  Number of staff involved in member projects and activities
	New individuals and organisational members join APC	Organise a membership drive for new members that incorporates the launch of the new individual Affiliate membership category,	Number of new organisational and individual members



<b>Overall impact objectives</b>	<b>Specific objectives</b>	<b>Activities</b>	<b>Result indicators</b>
		Build a comprehensive orientation programme for new organisational members and establish a support mechanism for new members, drawing on existing members in their region or work area.	Feedback from new members on their induction to APC
	Member collaboration that strengthens the APC community is enhanced	Strengthen capacities of staff for community building, mobilisation and facilitation of APC's member activities/membership and networking initiatives	Number of staff effectively facilitating membership interaction and network building
		Relaunch the APC Member Learning and Exchange Fund to support member driven skills-sharing, internships, and planning for collaboration among APC members.	Number of exchanges implemented
		Relaunch the Nancy Hafkin/women in technology prize and the Betinho Prize to reward outstanding work of members	Awards re-launched and awarded

## **Crosscutting goal 1: Building the “information commons”**

APC's rights-oriented approach to the internet is rooted in our belief that the internet is a global public good. Thus over the years the APC community has sought to provide access to and defend a global commons for the provision of information. We do this to counter the predominantly closed and proprietary nature of policy, practice and culture that currently governs the production and dissemination of information.

This crosscutting goal is especially evident in the transformative technology KRA, but will also inform other activities. It will be reflected, among others, in APC's planned promotion of FLOSS both for our own use and for use by others, our challenging of proprietary intellectual property regimes and associated patents, our advocacy for and use of creative commons and open licensing, and our advocacy around freedom of information and freedom of access to public information, and our support to the development of open community-owned wireless internet access infrastructure.

More generally, we are committed to sharing the knowledge we generate through our research and other activities and thus contributing to the global pool of public knowledge, including the information and knowledge which enables people to participate in decision-making processes around issues that impact their lives and work.

Overall, we hope to promote a clear vision of what a free and open internet would look like through the way we work.

## **Crosscutting goal 2: Linguistic diversity**

English has increasingly become the dominant language in the world. This dominance is very clear in the economic field, but extends elsewhere including on the internet. The dominance extends to many forms of technology, including both hardware and software. The dominance excludes and marginalises those who are not confident readers and producers of English. This serves to prevent large numbers of people from adequately accessing the internet and other technology and benefiting from it. The exclusion also prevents a range of voices from being heard.

In line with its commitment to internet rights and access, APC will endeavour to find ways to counter this dominance and resultant exclusion. When advocating in respect of technology produced by others, APC will promote internationalisation of free and open source software so that it is accessible and usable by as wide a range of people as possible. In its own work, APC will look for opportunities to use less text and more images. Within the organisation and network, APC will promote respect and acknowledgement of different local group languages and realities in processes and organisational culture

### **Crosscutting goal 3: Gender equality and women's empowerment**

APC believes that gender equality and women's empowerment is relevant in all aspect of information and communications technology and development. Since the World Conference on Women in 1995, APC's advocacy has addressed gender inequalities and women's exclusion in technologies. APC's and other research over many years have revealed the lack of attention to the gender equality dimension of the digital divide and shown that majority of ICT for development programmes and policies are either gender-blind or gender-neutral. To change this condition, APC contributes to building the capacity of with a wide range of ICT for development practitioners and policy-makers in developing countries in ensuring that gender equality and women's empowerment are well-integrated in their work through gender planning and gender evaluation.

Addressing gender equality and women's empowerment as a crosscutting goal requires that women's views, interests and needs shape the development agenda as much as men's, and that this agenda supports progress toward more equal power relations between women and men.

APC's work to end violence against women, encompassed in KRA 4, addresses one important aspect of changing unequal power relation between women and men. To further ensure that gender equality and women's empowerment principles permeates all aspects of APC's work, we will endeavour to understand and counter negative power dynamics and make efforts to promote women's participation, leadership and empowerment in our analysis and positions and in all forms of activity including governance. Where necessary, this will be done through targeted capacity building. Internally, APC will continue its efforts to gain a deeper understanding of what a feminist approach to technology means and to ensure that this understanding is shared among members and staff.

Externally, APC will strive to engage with technology developers, policy makers and users so as to counter sexism and exclusion in technology design, policy and use. The external focus will extend beyond countering explicit sexism to expose how often the apparently gender-neutral framing of the ICT discourse, practice, and policy is implicitly sexist and can be exclusionary and discriminatory for women.

### **Acronyms and abbreviations**

APC	Association of Progressive Communicators
CIPP	Communications and Information Policy Programme
CSTD	Commission on Science and Technology for Development
FLOSS	Free/libre/open source software
HRC	Human Rights Commission
ICANN	Internet Corporation for Assigned Names and Numbers
IGF	Intergovernmental Forum
ITU	International Telecommunications Union
KRA	Key result area
OECD	Organisation for Economic Cooperation and Development
VAW	Violence against women
WRP	Women's Rights Programme

# Appendix 1: APC organogram

