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Strategic Plan 2003 - 2006

A. Institutional reinforcement

Objectives	Activities and outputs	Impact	First 12 months
<ul style="list-style-type: none"> • To document AMARC's development at international and regional level, to analyse AMARC's systemic strengths and weaknesses and to review the lessons learned • To review fund-raising strategies and to undertake new fundraising to strengthen the organisational base and to achieve the objectives in the Strategic Plan 2003-2006 • To strengthen the links between AMARC's regions and the international body • To review financial, personnel, communications and other internal policies and to put in place a revised manual of procedures • To review AMARC's operational delivery structures and to hire a new General Secretary and other staff 	<ul style="list-style-type: none"> • Documentation and reflections made available to members on AMARC's recent organisational history and current situation together with questions for debate • Guidelines established for discussion and analysis of AMARC's development, and the implementation of proposals for institutional reinforcement and the Strategic Plan 2003-2006 • Meetings at the regional level and at the international level for the synthesis of this process and its conclusions • Completion of a revised manual of procedures • Hiring of a General Secretary and other staff • Meetings of the International Board and Executive Committee 	<ul style="list-style-type: none"> • Improved understanding of AMARC's development and the lessons to be learned • Strengthening of the institutional base, delivery structures, membership participation and collaboration between the regions and the international body • Improved internal procedures and controls and effective governance at all levels • Improved articulation between the political leadership and the operational structures 	<ul style="list-style-type: none"> • Documentation and reports available to members • Meetings at regional and international level • Analysis of AMARC's development and delivery • Completion of a revised manual of procedures • Hiring of a new General Secretary • Reduction of the deficit by at least 40 per cent • Funding secured for core functioning and priorities in the Strategic Plan 2003-2006 • Meeting of the International Board of Director

B1. Public education and mobilisation

Objectives	Activities and outputs	Impact	First 12 months
<ul style="list-style-type: none"> • To provide news, information and forums for discussion and exchange on community radio and advice, guidance and models of best practice for community radio development • To raise awareness and to strengthen the engagement of community radio in civil society and the new global social movements including the World Social Forum • To mobilise the community radio movement in campaigns for peace and social justice, against poverty and discrimination, for the rights of women, children, minorities and indigenous peoples, for health, food security and a for better environment • To organise a world conference, AMARC 9, and other international workshops and meetings for the community radio movement 	<ul style="list-style-type: none"> • Review and re-launch of AMARC's publications programme including AMARClink and InteRadio • Review of AMARC's email lists and on-line forums and extension and development of AMARC's website as a source of authoritative information on community radio • Continuing development of AMARC's presence and involvement in the World Social Forum and other international civil society meetings and events • Strengthening and broadening the content and coverage of Radio Voix sans frontieres as a platform for joint radio campaigns on social issues • Establishment of new spaces for international and inter-regional dialogue in the community radio movement • AMARC 9 to be held in 2006 	<ul style="list-style-type: none"> • Document the history and the development of the community radio movement. • Production and distribution of key information materials/tools (InteRadio, CD campaign compilations, Web channel). • Build public awareness about the role of community radio in the communications environment (key communications forums, conferences, meetings). • Recognition of communications (& the community radio sector) as an increasingly critical strategic issue in democratization • Empowering the CR sector to participate in mobilization campaigns • To establish leadership as a pioneer of the media democracy movement 	<ul style="list-style-type: none"> • Completion of publications review and re-launch • Review of email lists and relaunch of website • AMARC presence and activities at WSF 2003 • Radio Voix sans frontieres on UN Day Against Racism 2003

B2. Lobbying and advocacy

Objectives	Activities and outputs	Impact	First 12 months
<ul style="list-style-type: none"> • To build alliances with other international communication rights organisation and to develop a joint platform on communication rights in the context of the World Summit on the Information Society • To promote and defend the political, regulatory and juridical recognition of the community radio sector through advocacy, networking, solidarity and strategic partnerships • To respond to urgent requests for support and solidarity from radios whose freedom of expression is under threat 	<ul style="list-style-type: none"> • Support for and work within the campaign on Communication Rights in the Information Society and the civil society sector of WSIS • Continued dialogue with UN Rapporteur in Human Rights and other UN agencies to gain support and recognition of community radio • The preparation of regional and country level case studies and advocacy position papers in partnership with country and regional level actors • Support for an international solidarity action network within the community radio movement 	<ul style="list-style-type: none"> • Recognition of the right to communicate at the international level • Supportive regulatory frameworks for community radio at the international, regional and country levels • Improved capacity within the community radio movement to engage in advocacy at the international, regional and country levels • Impact on governments and other entities which threaten freedom of expression 	<ul style="list-style-type: none"> • Preparation of a position paper on the WSIS from the community radio movement • Mobilisation of a global coalition of the community radio (and development communications) movement around the WSIS • Preparation and promotion of an advocacy paper and platform on community media and communication rights, ("Kathmandu Declaration") • Intervention in response to urgent solidarity requests

B3. ICTs and capacity building

Objectives	Activities and outputs	Impact	First 12 months
<ul style="list-style-type: none"> • To support and accelerate access to and use of appropriate information and communication technologies by community radio stations • To research and develop the use of new information and communications technologies to strengthen collaboration and exchange in the community radio movement • To promote and develop models of best practice for the integration of community radio with the use of the Internet and telecommunications 	<ul style="list-style-type: none"> • Development of training curricula and the provision of technical training and support in the use of appropriate ICTs • Development of an integrated email and web-based knowledge management system for information and exchange on community radio • Development of systems and platforms for the management and exchange of audio material and information through the Internet • Qualitative and quantitative research and assessment of the use of new technologies by community radio stations 	<ul style="list-style-type: none"> • Better use and understanding of new information and communication technologies by community radios • Better exchange of news, information and programme material within the community radio movement and to the general public • Better understanding of the information and communication technology needs and uses in the community radio sector 	<ul style="list-style-type: none"> • Launch of an integrated web site and re-animation of AMARC email lists and on-line discussion forums • Launch of a fully functioning and accessible on-line media management system for programme archiving, retrieval and exchange • Development of collaborative partnerships with other organisations interested in sharing high quality programme material • Research the state of the art and technology needs of the community radio members

B4. Women's International Network

Objectives	Activities and outputs	Impact	First 12 months
<ul style="list-style-type: none"> • To promote the participation and position of women within the Community Radio movement and in the individual AMARC member stations • To support capacity building for women in community radio and to ensure community radio is an effective tool for women's empowerment and gender equality • To strengthen the WIN regional networks, international coordination and the WIN's position within AMARC. • To challenge the images and representation of women in the media • To promote Women's right and access to and control over communication in the Information Society. 	<ul style="list-style-type: none"> • Development of assessment tool for gender relations in community radio and promotion of women's participation and access to decision making • Creation of an online training bank of female/feminist trainers and training materials • Support for women's training in the regions, the exchange of training experiences and measures to ensure half of all AMARC training places are reserved for women • Support for regional WIN activities in Asia, Europe, Africa, Latin America, North America and Oceania • WIN involvement in Voices Without Frontiers campaigns • Develop a lobbying document and information campaign for WSIS on women, access to the information society and the right to communicate 	<ul style="list-style-type: none"> • Women's participation at all levels of AMARC, country, regional and international • Women's access to decision making positions in community radio stations • Active participation of WIN members in WSIS Prepcoms and Summits and inclusion of WIN priorities in the final declaration and action plan 	<ul style="list-style-type: none"> • WIN-Co-ordinator in place at the International Secretariat • Update and improve the AMARC WIN website • Review structure and operations of AMARC WIN

B5. Asia/Pacific Region

Objectives	Activities and outputs	Impact	First 12 months
<ul style="list-style-type: none"> • To establish a regional board with representatives • To register a regional office in Nepal, to agree regional statutes and to hire staff • To establish mechanisms for networking and communication • To develop a programme of advocacy at regional and country level • To support the establishment of country level networks 	<ul style="list-style-type: none"> • Meetings of the Regional Board • Drafting of statutes and registration of office • Hiring of personnel including a Regional Coordinator and other staff • Publication of a newsletter and establishment of email lists and website • Development of a detailed Plan of Action for the region 	<ul style="list-style-type: none"> • Increased visibility and voice for community radio in Asia • Coordination of information, knowledge and expertise 	<ul style="list-style-type: none"> • Establishment of the Regional Board • Registration of statutes • Hiring of Regional Coordinator • Launch of email lists and website • Detailed Plan of Action

B6. Community Media Fund

Objectives	Activities and outputs	Impact	First 12 months
<ul style="list-style-type: none"> • To establish a Fund which can make a strategic contribution to the development of community media worldwide. • To increase the visibility of community media by involving a wide range of supporters in the development of the Fund • To seek to establish a permanent international funding mechanism for the long term support of community broadcasting 	<ul style="list-style-type: none"> • To prepare a comprehensive plan for fund administration and promotion • To establish a credible structure for governance and accountability • To approach donors including governments, foundations, corporations and individuals to achieve at least five major donors within three years • To undertake a pilot grant making phase • To launch the Fund and commence grant making 	<ul style="list-style-type: none"> • For every 2M\$ invested, to contribute to the viability of 50 existing community broadcasters and the establishment of 50 new community broadcasters • To strengthen the position of and support for community media in national and international public policy and platforms and institutions 	<ul style="list-style-type: none"> • Funding to be achieved for a feasibility plan and prospectus • Commitment from a high profile figure to chair the foundation • Commitment from at least one donor to support the foundation • Location identified for the administrative office