



World Association of Community Radio Broadcasters

Project Concept

Strengthening Community Radios in the Digital Age through Removing Barriers and Increasing Effectiveness: Knowledge Sharing and Impact Evaluation Project of the World Association of Community Radio Broadcasters (AMARC) 2006

Duration:

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Community Radio Impact Evaluation: Removing Barriers, Increasing Effectiveness

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Community Radio Impact Evaluation: Removing Barriers, Increasing Effectiveness

I. PROPOSAL NARRATIVE

1. Executive Summary

The emergence of new information and communication technologies (ICTs) has been compared to the industrial revolution in its scope and significance. It has contributed to economic growth and economic globalisation and has brought social, cultural and political benefits to a great many people. But it also threatens to amplify a gross asymmetry, the so-called “digital divide”, in poor people’s access to information and communication.

In recent years there has also been a shift in the thinking of development professionals, and development institutions, from an excessive emphasis on market driven economic growth and technology transfer to a more people-centred discourse. Voicelessness and powerlessness have come to be seen as key dimensions of poverty while democracy, equity and civil rights are seen as not only intrinsically desirable but as directly contributing to the realisation of human security, well-being and opportunity. Access to voice, information and knowledge is now seen as vital to the achievement of development goals.

Without access to voice poor people are unable to participate in debate or to express their opinions on public policies that affect them directly. Without access to information poor people are unaware of their rights and entitlements, are unable to challenge decisions and lack the knowledge to take effective action to improve their conditions.

Radio is the most widespread electronic communications device in the world and a unique means of reaching the world’s poorest communities. Community radio in particular puts the tools of communications into the hands of communities for cultural expression, news and information, dialogue and development. Even though community broadcasting is gaining legitimation it is also facing new challenges. How can its social and economic sustainability be assured? How can it interface with the new media platforms and technologies? How can its contribution to the public good be demonstrated? How can it provide a voice for critical and alternative perspectives and not be co-opted by government agendas or assimilated into the marketplace?

AMARC has reached a crucial stage in its development where it needs to review its past successes, evaluate current activities and determine the way ahead for the 2006-2010-program period. Support is required so the network will be able to conduct an eight-month sector review and strategic planning process that will culminate with AMARC’s 9th Global Conference in Jordan in November 2006. The Jordan conference will be crucial in determining AMARC’s medium term plans for the period 2006-2010.

The goal of the project “Strengthening Community Radios in the Digital Age through Removing Barriers and Increasing Effectiveness: Knowledge Sharing and Impact

Evaluation Project of the World Association of Community Radio Broadcasters (AMARC) 2006”, is to contribute to the reduction of poverty by undertaking impact assessment and evaluation that can lead to the removing of barriers and increasing the effectiveness of community radio in achieving social and development goals.

The goal of the project will be achieved through the following specific objectives:

a. Community Radio Global Review

To undertake a global review of Community Radio assessing the diversity of situations, the impact and challenges of community radio, including historical aspects as well regional and international perspectives and progress at country level. The review will place community radio in the context of poverty reduction, accountability, the emergence of new ICTs, and its contribution to international development goals. It will provide a baseline for future evaluative and impact assessment work in the community radio sector.

b. Community Radio Impact Assessment

To assess community radio impact in poverty reduction and to develop tools for community radio impact assessment as “the continuous process of learning, feedback, reflection and analysis of what works (or does not work) and why” (UNAIDS). This will include the generation of new and the review of existing impact assessment material at community, country, international and thematic level that can contribute to the development of the knowledge base and advocacy materials on the impact and effectiveness of community radio. It will focus, in particular, on learning that can improve the effectiveness of community radio in achieving development goals.

c. AMARC Effectiveness Evaluation

To engage community radio leaders and stakeholders in a participatory and interactive process contributing to an evaluation of AMARC’s effectiveness in relation to its mission and goals and informing its future priorities and strategies. The review will seek to better define expectations of community radio and communications for development stakeholders towards AMARC as a global network and sector lead body.

2. Introduction

Over the last twenty years we have witnessed the rapid emergence of new communication technologies - technologies that enable access to information globally and instantaneously. The emergence of new information and communication technologies has been compared to the industrial revolution in its scope and significance. It has contributed to economic growth and economic globalisation and has brought social, cultural and political benefits to a great many people. But it also threatens to amplify the gross asymmetry in poor people’s access to information and communication.

People living in poverty face particular barriers to voice and access to information that are directly associated with the conditions in which they live¹. These include barriers of cost, for example for the purchase or rental of communications services and equipment.

¹ Bellagio Symposium on Media, Freedom and Poverty

They include social barriers including discrimination in access to services, lack of education including illiteracy, and lack of provision in appropriate languages. They include lack of basic infrastructure including electricity and transportation. They include political obstacles including repression and lack of will of states to allow democratic access to information and voice for the most marginalized groups as well as direct forms of censorship and lack of information about knowledge and information systems.

In recent years there has also been a shift in the thinking of development professionals, and development institutions, from an excessive emphasis on market driven economic growth and technology transfer to a more people-centred discourse.²

In this perspective voicelessness and powerlessness have come to be seen as key dimensions of poverty while democracy, equity and civil rights are seen as not only intrinsically desirable but as directly contributing to the realisation of human security, well-being and opportunity.³ From this perspective, access to voice and information can contribute directly to the achievement of development goals.

Without access to voice poor people are unable to participate in debate or to express their opinions on public policies that affect them directly. Without access to information poor people are unaware of their rights and entitlements, are unable to challenge decisions and lack the knowledge to take effective action to improve their conditions.

Radio is the most widespread electronic communications device in the world and a unique means of reaching the world's poorest communities. Community radio in particular puts the tools of communications into the hands of communities for cultural expression, news and information, dialogue and development.

Community radio is gaining recognition as the *new information technology* of the poor and marginalized – an oral medium whose technology is simple, cheap and easy to use and whose means of reception are available to almost every household. The combination of community broadcasting with digital production and Internet access has brought new opportunities and approaches to community media that have contributed to sustainability and enlargement of the services provided.

Even as community broadcasting is gaining legitimacy it is also facing new challenges. How can its social and economic sustainability be assured? How can it interface with the new media platforms and technologies? How can its contribution to the public good be demonstrated? How can it provide a voice for critical and alternative perspectives and not be co-opted by government agendas or assimilated into the marketplace?

Community broadcasters must focus single-mindedly on their social purpose – to empower communities to speak by themselves, to give a voice to the voiceless and to be a

² Balit, Sylvia, Communication for Isolated and Marginalised Groups, Blending the Old and the New, Paper for Ninth United Nation Round Table on Communications for Development, FAO, Rome 2004

³ Chapter 6, World Development Report 2000/2001, Attacking Poverty, New York: Oxford University Press <http://www.worldbank.org/wdr>

force for social and economic good. As community broadcasting gains mainstream recognition, it must be able to demonstrate its real social impact and significance – its contribution to culture, education, good governance and citizens' participation. In doing so, however, it must avoid being turned simply into an instrument of public service delivery. It must vigorously defend its independence, its right to challenge those in authority and to hold leaders to account.

The social capital of community broadcasters, their connection to and roots in their own communities, is the key to their sustainability, both social and economic. Yet, there are still important barriers to be removed. Even where law and regulation have permitted community broadcasting, we have to recognize that the framework set by governments can continue to pose unfair and unnecessary constraints. Recognition of community broadcasting in law and regulation must be accompanied by reservation of radio frequencies for this sector without excessive limitations or costs placed on transmission power or other technical parameters. Community broadcasters also should be free to raise revenue from a variety of sources and not be placed in an economic straightjacket.

AMARC is now seeking to undertake an extensive review and evaluation of its interventions in order to maximize its own effectiveness and that of the community radio movement in contributing to empowerment, sustainable development and social justice.

The outputs of the project will include a global review of community radio, a community radio impact assessment report, including a toolkit for community radio impact assessment, and an evaluation of AMARC interventions in support of community radio.

The results will inform the preparation of the Declaration of Amman and orientation for the AMARC medium term 2006-2010 for presentation and debate at the Ninth World Conference of Community Radio Broadcasters (AMARC 9). The world conference is scheduled to take place in Amman, Jordan from 11-17 November 2006.

3. Description and Rationale

The project “Strengthening Community Radios in the Digital Age through Removing Barriers and Increasing Effectiveness: Knowledge Sharing and Impact Evaluation Project of the World Association of Community Radio Broadcasters (AMARC) 2006”, is a participatory action-oriented research project.

It aims to increase the effectiveness of community radio, especially its contribution to the reduction of poverty, through a global community radio review, impact assessment of community radio's role in poverty reduction, and the pursuit of social and development goals and evaluation of the effectiveness of AMARC as a global network and sector lead body that seeks to defend, promote and support the development of community radio. It will contribute to development of a medium term plan 2006-2010 that will guide the political and executive leadership of AMARC at regional and international level.

The project is directly connected to the reinforcement of grassroots community radios effectiveness in achieving social change and development objectives. Community radio

aims to empower communities to speak for themselves, to give a voice to the voiceless and to be a force for social and economic good. The project will closely involve AMARC members in both design and implementation. It will assist clarify the role, the challenges and the perspectives of community media in the context of development and poverty reduction, and it will assist to improve understanding of the conditions for success of scaling-up initiatives and other interventions by the donor community.

The results will be brought to the AMARC 9 World Conference, to be held in Jordan in November 2006. AMARC 9 will bring together 400-500 community broadcasters to address the challenges facing community radio worldwide: absence of recognition by governments in many countries, restrictive regulatory frameworks in others, competition from other broadcasters, difficulties in achieving sustainability, weaknesses in capacity, lack of proven models of scaling up from successful projects at the local level.

In order to define the challenges for the community radio movement, we need to:

- Assess the current state of the community broadcasting movement worldwide, clarifying AMARC's own role and scanning our strengths and weaknesses;
- Assess the evolving environment in which we are operating, at international, regional (Latin America, Africa, Asia-pacific regions) and national levels, establishing priorities with respect to the challenges facing the CR movement;
- Learn from the best experiences at community and country level and reflect on the lessons to be learned from less successful initiatives, evaluate what works and what does not and explore how these experiences can be replicated and expanded;
- Ensure the equal involvement of women and inclusive strategies towards the marginalized in the development of community broadcasting;
- Elaborate objectives and goals and develop a Strategic Plan including projects for the scaling-up of community broadcasting where it is underdeveloped.

AMARC is uniquely placed to support community broadcasting. It is the only international NGO to focus specifically on community radio and development. It is a democratic membership organisation of community radio stations and their federations with unrivalled experience and expertise in community broadcasting policy and practice.

This project will assess the situation of community broadcasting and the environment in which we evolve and will help define procedures, mechanisms and strategies to increase the efficiency of community radio in helping local communities to achieve social and development objectives including the millennium development goals (MDGs). These reflections will constitute the groundwork for AMARC's Strategic Plan for 2006–2010.

4. Goal

The goal of the project “Strengthening Community Radios in the Digital Age through Removing Barriers and Increasing Effectiveness: Knowledge Sharing and Impact Evaluation Project of the World Association of Community Radio Broadcasters (AMARC) 2006”, is to contribute to the reduction of poverty by undertaking impact

assessment and evaluation that can lead to the removing of barriers and increasing the effectiveness of community radio in achieving social and development goals.

5. Principles

The current project is the first phase in a wider strategy to embed systematic and comparative monitoring and evaluation methodologies throughout the AMARC network. AMARC consists of distinct legal and operational entities within a common political framework and accountable to a membership base in 110 countries. The work will proceed in tandem with related work in the framework of the Building Communication Opportunities initiative (BCO) and will inform and be informed by that work. The work also builds on the results of a recent on-line conference on community radio organized by the Institute for Development Studies (Jan-Feb 2006). This conference demonstrated the wide range of interest and currency of debate on community radio among development professionals and scholars as well community media practitioners and activists.

While conceptually the review, impact assessment and evaluation are distinct from AMARC's strategic planning process we are proposing a knowledge based, participatory and action-oriented methodology involving key actors and partners of the community radio movement. They will work on successive stages of review and evaluation of the three components of the project: (1) The Community Radio Global Review; (2) The Community Radio Impact Assessment; and (3) the AMARC Effectiveness Evaluation. This ground-based peer evaluation will be supported by external evaluation advice and guidance to ensure a robust methodology and to provide critical feedback and support.

The outcomes of the work will provide material for dissemination to stakeholders and will inform the drafting of AMARC's medium term plan 2006-2010. The results of the work, including the methodological learning, will form a baseline for ongoing monitoring and review in the subsequent 2006-2010 AMARC work programmes.

The review, impact assessment and institutional evaluation aims at identifying barriers and increasing the effectiveness of community radio social impact through proper planning, by grounding a consultation/reflection process in the following principles:

- Oriented to increase effectiveness in achieving Millennium Development Goals;
- Recognise voicelessness and powerlessness as key dimensions of poverty
- Address the contribution to accountability, equity and civil rights
- Reflect on the mission of AMARC and General assembly decisions;
- Ensure the full and effective participation of women;
- Be participatory and inclusive of marginalized groups;
- Explore weaknesses and threats as well as strengths and opportunities;

6. Objectives

The goal of the project will be achieved through the following specific objectives:

a. *Community Radio Global Review*

To undertake a global review of Community Radio assessing the diversity of situations, the impact and challenges of community radio, including historical aspects as well regional and international perspectives and progress at country level. The review will place community radio in the context of poverty reduction, accountability, the emergence of new ICTs, and its contribution to international development goals. It will provide a baseline for future evaluative and impact assessment work in the community radio sector.

This action line will draw on existing reports and studies, participants assessments and contribution, communications and sector analysis, and the body of policy declarations that reference community media. The review will aim to provide a baseline for future evaluative and impact assessment work noting the differential state of development of community radio across the world and contributing to the building of a shared understanding of priorities and strategies for effective intervention. It will also provide contextual material for a political statement reflecting the broadest possible consensus of the principles challenges, goals and objectives of the community radio movement.

b. *Community Radio Impact Assessment*

To assess community radio impact in poverty reduction and to develop tools for community radio impact assessment as “the continuous process of learning, feedback, reflection and analysis of what works (or does not work) and why” (UNAIDS). This will include the generation of new and the review of existing impact assessment material at community, country, international and thematic level that can contribute to the development of the knowledge base and advocacy materials on the impact and effectiveness of community radio. It will focus, in particular, on learning that can improve the effectiveness of community radio in achieving development goals.

This action line will be integrated into the framework of the Building Communication Opportunities initiative (BCO) in order to produce material that can contribute to promotion and advocacy for successful communications for development initiatives;

c. *AMARC Effectiveness Evaluation*

To engage community radio leaders and stakeholders in a participatory and interactive process contributing to an evaluation of AMARC’s effectiveness in relation to its mission and goals and informing its future priorities and strategies. The review will seek to better define expectations of community radio and communications for development stakeholders towards AMARC as a global network and sector lead body.

This action line will involve community radio practitioners in the country level, regional, international and thematic structures of AMARC at both the executive and political level together with key external stakeholders including donors and NGO partners. The evaluation will inform development of a Strategic Plan for presentation at AMARC 9.

The three action lines form the basis for the logical framework set out in Section III

7. Methodology

The methodology of the evaluation has proven efficiency in obtaining results. It is knowledge based, participatory and action-oriented research process pursuing learning by doing and building monitoring, impact assessment and evaluation capacities of the CR practitioners and stakeholders

The Coordination Team has the experience needed to manage a participatory peer group review and evaluation process that can bring quickly into focus the barriers that diminish the social impact of community radio. Additional support of external facilitators with knowledge of and experience in the communications for development sector will ensure the external accountability and the methodological rigour of the process.

The participants in the process are relevant actors of the communications for development and community radio communities. They consist of two circles – the Core Group (roughly 100 participants) and a wider Stakeholders Group including the former. This will be supplemented by targeted and specially commissioned additional research

The Core Group

The Core Group consists of relevant communication for development partners and the decision making structures and operational staff of AMARC (International Board, Regional Boards and partners at regional level (roughly 100 participants). This first group consists of relevant actors of the community radio, community media and NGO movements. The group will interact in face-to-face and electronic discussions and meetings. It will act as the forum for knowledge gathering and critical review.

A limited number of regional and global workshops, building cost efficiencies through links to other events, will use a common methodological framework to review the state of the community radio movement and to evaluate the effectiveness of AMARC in removing barriers and increasing the contribution of community radio to social and development goals. Face to face meetings will be supplemented by on-line discussions at a global, regional and thematic levels. The regional and international seminars will be held in the April-June period providing the material for an initial summative report. Regional and international workshops will be held in Latin America, Africa and Asia Pacific regions including the Women International Network regional chapters.

While the bulk of resources would focus on impact assessment of community radio initiatives and institutional evaluation of AMARC's own role and activities, there is also a need for an iterative approach to strategic planning that can reflect the complexity and multiple layers of the network that AMARC represents. It will be important to exploit the time and cost efficiencies that come from using face-to-face gatherings to engage in both self and peer group evaluation and in the formative stages of strategic planning.

The methodology will also make extensive use of existing evaluative material that has been produced in recent years and will take into account the knowledge sharing of community radio practitioners through the Internet and face-to-face. In that perspective the methodology is of a qualitative nature. It will build on the experience of the

participants; it will keep in mind the diversity of characteristics of community radio; and it will seek to develop models for impact assessment that can be used in the future.

The Stakeholders Group

The second circle consists of a wider Stakeholders Group formed by people interested in community radio: among others, members of AMARC, community radio practitioners, communication for development practitioners, NGO officials, government officials, private sector partners. Their participation in the first instance will consist in answering an on-line questionnaire, complemented by selected telephone interviews, and followed later by an electronic conference based on discussion papers produced by the project. Their purpose is to validate and critique and serve as equilibrium to the Core Group.

Concretely the methodology of the consultation, review and evaluation process with the Stakeholders Group will include use of on-line questionnaires combined with telephone interviews to a membership and partners list representatives of community radio and its stakeholder constituency. The regional offices of AMARC will gather responses to a questionnaire designed and agreed with the international secretariat and will analyze the responses. An international electronic conference will be organized in the later stages of the project to reflect on initial findings and to inform the final reports.

Targeted Research

Additional impact assessment research will be undertaken into representative community radio projects and interventions at community, country, and international levels. This activity will be developed throughout the whole process and in partnership with key stakeholders involved in the Building Communication Opportunities initiative (BCO).

9. Activities and Timetable

The activities of the project will address the three aspects involved in the review, impact assessment, evaluation and knowledge sharing process (see methodology):

- The Global Review of Community Radio
- The Impact Assessment of Community Radio
- The AMARC Effectiveness Evaluation

The activities will include

- Conceptualisation and planning
- Literature review
- Interactive regional workshops (Round Tables) to be held in Asia Pacific, Latin America & Caribbean and Africa;
- International leadership workshop and board meeting
- On line dissemination of information on the process, consultation and follow-up
- External evaluation advice and guidance
- Electronic conference and discussions
- Consultation with country level representatives
- Questionnaire for community radio, communications for development practitioners etc

- Gathering and processing of information and drafting of documents

The timetable considers a complete process running until December 2006, however the work on review, impact assessment and evaluation will be completed by September 2006:

- International Board defines the framework (Tunisia November 2005);
- Id21 e-Conference on Community Radio (January – February 2006)
- Fundraising to secure sufficient resources (December 2005 - March 2006);
- Preparation and distribution of consultation questionnaires (March/April 2006);
- Production of Impact Assessment Reports (May/July 2006);
- Regional Seminars in Africa, Latin America, Asia-Pacific (April/June 2006);
- International leadership workshop and Board meeting (May/June 2006)
- Drafting of Amman Declaration and Strategic Plan (June 2006)
- On-line consultations with members and stakeholders (July/August 2006)
- Drafting of Impact Report to the AMARC 9 Conference (September 2006)

10. Outputs and Dissemination Materials

The project is intended to produce the following outputs:

- Community Radio Global Overview Report
- Community Radio Impact Assessment Report and Toolkit;
- Evaluation Report of AMARC activities and effectiveness

The Community Radio Global Overview Report will feed into a political declaration to be developed for discussion, negotiation and approval at AMARC 9:

- The Amman Declaration

The Community Radio Impact Assessment Report will form the base for two accessible publications that will be widely disseminated including through BCO networks:

- Publication: Best experiences in community radio;
- Publication: Toolkit for evaluation of community radio impact.

The evaluation report of AMARC activities and effectiveness will feed in to the preparation by the AMARC International Board and Secretariat of:

- AMARC Strategic Plan 2006 - 2010

ANNEX A. LOGICAL FRAMEWORK

Goal and Objectives	Activities	Outputs	Resources
<p>Goal The goal of the project “Strengthening Community Radios in the Digital Age through Removing Barriers and Increasing Effectiveness: Knowledge Sharing and Impact Evaluation of the World Association of Community Radio Broadcasters (AMARC) 2006”, is to contribute to the reduction of poverty by undertaking impact assessment and evaluation that can lead to the removing of barriers and increasing the effectiveness of community radio in achieving social and development goals.</p>			
<p>Objective A. Community Radio Global Review To undertake a global review of Community Radio assessing the diversity of situations, the impact and challenges of community radio including historical aspects as well regional and international perspectives and progress at country level. The review will place community radio in the context of poverty reduction, accountability, the emergence of new ICTs, and its contribution to the achievement of international development goals. It will provide a baseline for future evaluative and impact assessment work in the community radio sector.</p>	<ul style="list-style-type: none"> • Conceptualisation and planning • Literature review • Interactive regional workshops (Round Tables) to be held in Asia Pacific, Latin America & Caribbean and Africa; • International leadership workshop and board meeting • On line dissemination of information on the process, consultation and follow-up • External evaluation advice and guidance • Electronic conference and discussions • Consultation with country level representatives • Questionnaire for community radio, communications for development practitioners, etc • Gathering and processing of information and drafting of documents 	<ul style="list-style-type: none"> • Community Radio Global Review - state of play report • Draft of Amman Declaration 	<ul style="list-style-type: none"> • Project Coordination • Core Group participants; • External support and facilitation; • Stakeholders Group: Community radio, communications for development and other Stakeholders

Goal and objectives	Activities	Outputs	Resources
<p>Objective B. To assess the community radio impact in poverty reduction and to develop tools for community radio impact assessment as “the continuous process of learning, feedback, reflection and analysis of what works (or does not work) and why” (UNAIDS). This will include the generation of new and the review of existing impact assessment material at community, country, international and thematic level that can contribute to the development of the knowledge base and advocacy materials on the impact and effectiveness of community radio. It will focus, in particular, on learning that can improve the effectiveness of community radio in achieving development goals.</p>	<ul style="list-style-type: none"> • Conceptualisation and planning • Literature review • Interactive regional workshops (Round Tables) to be held in Asia Pacific, Latin America & Caribbean and Africa; • International leadership workshop and board meeting • On line dissemination of information on the process, consultation and follow-up • External evaluation advice and guidance • Electronic conference and discussions • Consultation with country level representatives • Questionnaire for community radio, communications for development practitioners, etc • Gathering and processing of information and drafting of documents 	<ul style="list-style-type: none"> • Community Radio Impact Assessment Report; • Best Experiences in CR • Community Radio impact assessment tool 	<ul style="list-style-type: none"> • Project Coordination Team • Core Group participants; • External support and facilitation; • Stakeholders Group: Community radio, communications for development and other Stakeholders
<p>Objective C. AMARC Effectiveness Evaluation To engage community radio leaders and stakeholders in a participatory and interactive process contributing to an evaluation of AMARC’s effectiveness in relation to its mission and goals and informing its future priorities and strategies. The review will seek to better define expectations of community radio and communications for development stakeholders towards AMARC as a global network and sector lead body.</p>	<ul style="list-style-type: none"> • Conceptualisation and planning • Literature review • Interactive regional workshops (Round Tables) to be held in Asia Pacific, Latin America & Caribbean and Africa; • International leadership workshop and board meeting • On linedissemination of information on the process, consultation and follow-up • External evaluation advice and guidance • Electronic conference and discussion • Consultation with country level representatives • Questionnaire for community radio, communications for development practitioners, etc • Gathering and processing of information and preparation of reports 	<ul style="list-style-type: none"> • Evaluation Report of AMARC activities and effectiveness 	<ul style="list-style-type: none"> • Project Coordination Team • Core Group participants; • External support and facilitation; • Stakeholders Group: Community radio, communications for development and other Stakeholders

ANNEX B. TIMETABLE OF ACTIVITIES

Date	Events	CR Global Review	CR Impact Assessment	AMARC Evaluation
Jan 2006	Id21 CR E-conference BCO Meeting - Kathmandu	Fund-raising and project definition	Fund-raising and project definition	Fund-raising and project definition
Feb 2006		Fund-raising and project definition	Fund-raising and project definition	Fund-raising and project definition
Mar 2006		Fund-raising and project definition	Fund-raising and project definition	Fund-raising and project definition
Apr 2006		Research and report writing	Research and report writing	Questionnaire consultation and interviews and document review
May 2006	Asia Pacific regional w'shop - Colombo LAC regional workshop - Lima	Research and report writing	Research and report writing	Questionnaire consultation, interviews and document review
Jun 2006	Africa regional workshop – venue tbc Global leadership workshop – venue tbc	Production of Initial Report of Findings and Recommendations	Production of Initial Report of Findings and Recommendations	Production of Initial Report of Findings and Recommendations
Jul 2006		On-line discussion	On-line discussion	On-line discussion
Aug 2006	BCO Meeting – The Hague	On-line discussion	On-line discussion	On-line discussion
Sep 2006		Production of Global Review Report	Production of Impact Assessment Report	Production of AMARC Evaluation Report and Strategic Plan
Oct 2006				
Nov 2006	AMARC 9 - Amman			