



World Association of Community Radio Broadcasters

**Project Implementation Report Number 1:**  
**Methodology and Activities Specifications**  
**AMARC Community Radio Impact Evaluation:**  
**Removing Barriers, Increasing Effectiveness.**

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# Community Radio Impact Evaluation: Removing Barriers, Increasing Effectiveness

## 1. Background

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.

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.

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 9<sup>th</sup> 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.

## 2. 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.

### **3. Objectives**

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

#### **a. Community Radio Global Review**

The first objective is 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**

The second objective is 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**

The third objective is to engage community radio, communication for development practitioners 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.

### **4. Methodology**

#### **a. Context**

The current project is the first phase in a wider strategy to embed systematic iterative and comparative monitoring and evaluation methodologies throughout the AMARC community radio network of 3,000 radio stations. AMARC consists of distinct legal and operational entities within a common political framework and accountable to a membership base in 110 countries.

The methodology of the evaluation builds on the evaluation methodology connected to theories and practices of communication for development at the base of the building of the

community radio movement more the 30 years ago. Starting with the works by Paulo Freire<sup>1</sup> and practitioners' such as Ramiro Beltran,<sup>2</sup> and others.

The evaluation 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.

The results of the Evaluation process will be brought to the AMARC 9 World Conference, to be held in Jordan in November 2006. 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.

## **b. Methodology Assumptions**

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 by themselves, to give a voice to the voiceless and to be a force for social and economic good.

It will not involve a traditional AMARC institutional assessment in itself, except the evaluation of the efficiency of its contribution to the development of the community radio movement.<sup>3</sup>

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

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

The project will closely involve AMARC members in both design and implementation. It will contribute to clarify the situation in which community radio evolves and the challenges and perspectives it faces; it will develop tools for proper assessment on how can community radio impact be assessed in order to increase its social impact in poverty reduction, democratic governance and Human rights and; how can AMARC better support

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<sup>1</sup> Paulo Freire, *Pedagogy of the Oppressed*, New York, Herder . 1970

<sup>2</sup> R. Beltran, *Communication for Development in Latin America. A Forty Year Appraisal*, In *Cultural Expression in the Global Village*, Southbound, 1993.

<sup>3</sup> Charles Lusthaus, Gary Anderson, and Elaine Murphy, *Institutional Assessment. A Framework for Strengthening Organizational Capacity for IDRC's Research Partners*, IDRC, 1995, 88 pp.

and defend the community radio movement and build the appropriate conditions for scaling-up efforts for the community radio sector.

It is clear that projects imposed from the outside are less likely to tap into existing communication networks, there is then need to understand the context. The evaluation process “seeks to overcome any separation between research and project development, placing the evaluation of project practice, making that evaluation at the same time both more relevant and more useable.”<sup>4</sup> Douglas Horton<sup>5</sup> considers that this is controversial among some evaluation theorists, because it challenges the research principle that the measurement of something should be independent of the thing measured, but viewing evaluation as an intervention turns the table on this classic threat to validity and looks at how the collection of data can be built into program processes in ways that enhance program and organizational outcomes.

Furthermore, we consider research-action transforms the evaluation process in a capacity development mechanism, supporting increased organizational effectiveness. This can make evaluation more cost beneficial to a significant extent. For example, an evaluation interview or survey that asks about various objectives of a program can affect awareness of what the objectives or intended outcomes of the program are. In that sense, the evaluation is an intervention in that it can reinforce what the program is trying to do.

The basic questions that need to be addressed throughout the life of projects:

1. What are we trying to do?
2. How are we trying to do it?
3. How well are we doing?
4. How can we do it differently/better?

These four questions must be asked periodically during the evaluation process. Answering them in the ways suggested produces a systematic yet adaptable method for effectively developing and evaluating projects. The idea is to “develop a *research culture* within the community radio movement. If action research means a way of thinking about the relationship between knowledge and action (rather than specific research methods), then it can be part of the culture of a project or organization. That is to say, people can routinely think about what they need to know, what they do know, what knowledge their activities produce, how they can go about knowing more, and how they relate their knowledge to planning future activities.”<sup>6</sup>

### **c. Methodology Concept and Process**

The methodology of the project “*Community Radio Impact Evaluation: removing barriers, increasing effectiveness*”, is Action Research. Action research is a systematic form of inquiry that is collective, collaborative, self-reflective, critical, and undertaken by the participants of the inquiry.<sup>7</sup> Action research, sometimes called “practitioner research,” is a reflective investigation of a personal interest, problem or challenge. Communication for development<sup>8</sup> and social change measurements are included in this perspective.<sup>9</sup>

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<sup>4</sup> Jo Tacchi, Evaluating Community Based Media Initiatives: An Ethnographic Action Research Approach.

<sup>5</sup> Douglas Horton *et al.* Evaluating Capacity Development, Experiences from Research and Development Organizations around the World, ISNAR/IDRC/CTA, 2003, 188 pp

<sup>6</sup> Jo Tacchi, Evaluating Community Based Media Initiatives: An Ethnographic Action Research Approach. Paper for OUR Media III conference, Baranquilla, Colombia (19-21 May 2003)

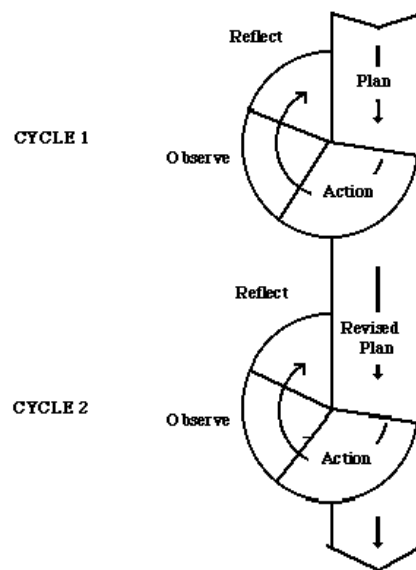
<sup>7</sup> McCutcheon, G. & Jung, B. (1990). Alternative perspectives on action research. *Theory into Practice* 29 (3): 144-151

<sup>8</sup> See among others: Paolo Mefalopoulos and others Participatory Communication Strategy Design, FAO, Rome, 2004.

<sup>9</sup> Maria Elena Figueroa and others, Communication for Social Change. An Integrated Model for Measuring the Process and Its Outcomes, The Communication for Social Change Working Paper Series: No 1, 2002.

### ***Ground-based***

The first characteristic is that the importance given to praxis and the importance of context permits participatory and ground-based evaluation. The process begins with the development of questions, which may be answered by the collection of data. Action implies that the practitioner will be acting as the collector of data, the analyst, and the interpreter of results. Action research leads to re-frame a problem; then experiments are performed to bring about outcomes that are subjected to further analysis. Reflection-in-action recognizes that there is little or no separation of research from practice, little or no separation of knowing and doing.<sup>10</sup> This methodology results in learning by doing developing capabilities for monitoring, impact assessment and evaluation by the CR practitioners and stakeholders. The methodology is open to realities in the ground as it recognizes the importance of context and its influence on institutional performance.



### ***Process approach***

The second aspect is that Action Research is iterative and cyclical and is similar in nature to the numerical computing technique known as successive approximation - the idea is to close in upon a final goal or outcome by repeated iterations. This characteristic allows for process intervention through knowledge sharing leading to deeper understanding. Action research starts with understanding of a problem leading to an intervention plan that brings the Action.<sup>11</sup> During the action, pertinent observations are collected in various forms. (Monitoring the implementation by *Observation*.) The new interventional strategies are carried out, and the cyclic process repeats, continuing until a sufficient understanding of (or implement able solution for) the problem is achieved (*Reflection and Revision*). A representation of an AR protocol by Kemmis is provided in Figure 1<sup>12</sup>.

<sup>10</sup> Schon, D. A. (1983). *The reflective practitioner : How professionals think in action*. New York: Basic Books.

<sup>11</sup> Taken from [An Introduction to Action Research](#)- by Dan MacIsaac

<sup>12</sup> Kemmis, S., & McTaggart, R. (Eds.). (1990b). *The action research reader*. Victoria: Deakin University.

### ***Empowerment approach***

A third characteristic of Action Research is the degree of empowerment given to all participants and thus to the movement of community radio practitioners. Involvement is of a knowing nature, with no hidden controls or preemption of direction by the researcher. All participants negotiate meaning from the data and contribute to the selection of intervention strategies, the need for communication between all participants to be of paramount importance. The Action Research refers to using evaluation logic and processes to help people in programs and organizations learn to think evaluatively. This is distinct from using the substantive findings in an evaluation report. It's equivalent to the difference between learning how to learn versus learning substantive knowledge about something. Learning how to think evaluatively is learning how to learn. Learning to think and act evaluatively can have an ongoing impact, especially where evaluation is built into ongoing organizational development. Values are the foundations of goals. By providing a mechanism and process for clarifying values and goals, evaluation has an impact even before data are collected. Likewise, the process of designing an evaluation often raises questions that have an immediate impact on program implementation. Such effects can be quite pronounced, as when the process of clarifying the program's logic model or theory-of-action leads to changes in delivery well before any evaluative data are ever collected.

### ***The context and institutional assessment approach***

The action research methodology allows for evaluation on the legal and cultural context and its dynamic influence on the existence and development of community radios in different regions of the world. Precisely one of the key AMARC objectives is to contribute to the creation of enabling environments for community radio. Thus, the Charles Lusthaus and others closely link the performance of Organisations to the environment conditions as suggested.<sup>13</sup>



<sup>13</sup> Charles Lusthaus, Marie-Hélène Adrien, Gary Anderson, and Fred Carden Enhancing Organisational Performance. A Toolbox for Self-assessment, IDRC 1999, 140 pp.

The key dimensions of the external environment influencing organisations are the administrative, legal, political, socio-cultural, economic, technological, and stakeholder contexts.

Each of these components of the external environment can also influence the efficiency of community radios as individual organisations and the movement as a global network becoming barriers to be removed in order to increase the potential influence of community radio in poverty alleviation.<sup>14</sup>

#### **d. Participants in the Evaluation Process**

The participants in the process are relevant actors of the communications for development and community radio communities, Multilateral Organizations, NGOs and Donor Community. They consist on four groups of participants – the leading Team (International Board of AMARC, Staff and external advisors), the Core Group, the Stakeholders Group, and chosen C4D and CRs.

##### ***The Leading Team and External Advisors***

The Coordination Team (15 People), formed by the AMARC International Board, Staff of the International secretariat and external advisors, 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 from external facilitators with knowledge of and experience in the communications for development sector will ensure the external accountability and the methodological rigor of the process.

##### ***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 group, besides the *Leading Team*, consists on 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.

##### ***The Stakeholders Group***

The Stakeholders Group is formed by people interested in community radio: Besides the *Leading Team* the *Core Group* it includes grass-roots members of AMARC, community radio practitioners, communication for development practitioners, NGO officials, donors, 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.

##### ***Communications for Development projects and Community Radio Targeted Research***

An additional group related to precise impact assessment research will consist of chosen projects by community radios and by communication for development practitioners at

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<sup>14</sup> Kanchan Human, Community Radio in India: A Study, School of Communication, University of Hyderabad, 2005

community, country, and international levels being highlighted by the literature and arising from the evaluation process as key examples of good practices on community radio impact in poverty reduction. This activity will be developed throughout the whole process and in partnership with key stakeholders involved in the Building Communication Opportunities initiative (BCO).

#### **e. Strategies and Resources**

The methodology of the “*Community Radio Evaluation: Removing Barriers Increasing Effectiveness*” project involves resources and strategies leading to ensure a participatory action-oriented research process pursuing learning by doing and building monitoring, impact assessment and evaluation capacities of the CR practitioners and stakeholders. It also looks for supporting the larger Communication for Development community; donors and other stakeholders to better understand development processes. The consultation, review and evaluation process will include.

Resources and strategies used in the methodology consist on the following:

- **Participation & Knowledge sharing:** Build on the experience of the participants taking into account the empowering effect of knowledge sharing between community radio practitioners, communications for development community and donors;
- **Diversity recognition** Consider the diversity of experiences of community radio, each community requires an approach adapted to their needs in an specific social, economic, political and cultural environment. It will seek to develop models for impact assessment that can be used in the future;
- **Interactivity** It will also make extensive use of interactive face-to-face and on-line mechanisms such as Roundtables, teleconferences, electronic discussions, websites;
- **Cumulative knowledge** It will review, reflect and share existing evaluative material that has been produced in recent years of qualitative and quantity nature;
- **External Support and Screening.** The methodology also includes support from external advisors on evaluation process. They are mainly from the Communication for Social Change Consortium.

#### **5. Activities and Timetable**

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 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 in context;
- The Impact Assessment of Community Radio;
- The AMARC Effectiveness Evaluation.

The activities are organized and being implemented around the following phases

- **Phase 1: Planning & Conceptualisation.** The Leading Team started Conceptualisation and planning with the AMARC international Board Meeting in Hamamet (Tunis) November 2006, and was followed by fundraising to secure sufficient funds, literature review as well as an initial on-line discussion thanks to Id21 e-Conference on Community Radio (January – February 2006).
- **Phase 2: Interactive Consultation (May-August 2006).** The Interactive Consultation phase consist in three key activities:
  - **Roundtables.** Interactive regional workshops (Round Tables) are being implemented with the participation of the leading team, the Core group, the stakeholders group and support from external evaluators.
    - The Asia Pacific Roundtable was held in Colombo, Sri Lanka, May 5 with 36 participants from the Core and stakeholders group and expert evaluators assistance (James Deane). (See annexed primary report)
    - The Latin America & Caribbean Roundtable is to be held in Lima, on May 24-25.
    - The Africa Roundtable is going to be held in June.
    - The International leadership workshop and board meeting is expected to be held in August;
  - **On line dissemination of information & Consultation.** The outputs of the Roundtables will be distributed and discussed on-line in order to be shared and reinforced;
    - Use of website for Information dissemination;
    - Electronic list and electronic forum discussion animation;
  - **Questionnaire Implementation for targeted Research.** A questionnaire for chosen project practitioners and CRs for targeted research on projects where impact assessment has been highlighted. It will be implemented in order to narrow some key elements in the discussion regarding best experiences and combined with general experiences as dependent groups.
    - The regional offices of AMARC will gather responses to a questionnaire addressed to practitioners on targeted projects by CR and C4D partners with highlighted social impact.
    - The International Secretariat will gather responses to the same questionnaire, made available on-line, from radio practitioners and stakeholders interested in participating in AMARC 9.
- **Phase 3: Drafting And Distribution of final Documents (August-September).** Drafted documents and data accumulated during the Evaluation process will serve

to produce the Documents to be presented at the AMARC 9 World Conference for further discussion and sharing. They will be:

- Community Radio Global Overview Report;
- Community Radio Impact Assessment Report;
- Evaluation Report on AMARC Activities and Effectiveness

## **6. Outputs and Dissemination Materials**

The project is intended to produce the following outputs:

- Community Radio Global Overview Report
- Community Radio Impact Assessment Report;
- 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

## 7. LOGICAL FRAMEWORK

Goal and Objectives	Strategies	Activities	Outputs	Participants
<p><b>Goal</b> The goal of the project “<i>Community Radio Impact Evaluation: removing barriers, increasing effectiveness</i>”, 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><b>Objective A.</b> <b>Community Radio Global Review</b> 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.</p>	<p>Knowledge sharing Diversity recognition Interactivity Cumulative External Support &amp; screening</p>	<p>Planning &amp; Conceptualisation; First part of Interactive Roundtable. Asia-Pacific; Latin America &amp; Caribbean, Africa and International On line dissemination of information &amp; Consultation; Drafting And Distribution of final Documents</p>	<p>Community Radio Global Review - state of play report</p>	<p>Leading Team and external advisors Core Group participants; Stakeholders Group Community radio, communications for development Specific projects General stakeholders interested in CR, AMARC 9 Conference</p>
<p><b>Objective B.</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).</p>	<p>Participation &amp; Knowledge sharing Diversity recognition Interactivity Cumulative External Support &amp; screening</p>	<p>Planning &amp; Conceptualisation; Second part of Interactive Roundtable. Asia-Pacific; Latin America &amp; Caribbean, Africa and International On line dissemination of information &amp; Consultation; Questionnaire for Targeted Research; Drafting And Distribution of final Documents</p>	<p>Community Radio Impact Assessment Report</p>	<p>Leading Team and external advisors Core Group participants; Stakeholders Group Community radio, communications for development Specific projects General stakeholders interested in CR, AMARC 9 Conference</p>
<p><b>Objective C.</b> <b>AMARC Effectiveness Evaluation</b> 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.</p>	<p>Participation &amp; Knowledge sharing Diversity recognition Interactivity Cumulative External Support &amp; screening</p>	<p>Planning &amp; Conceptualisation; Third part of Interactive Roundtable. Asia-Pacific; Latin America &amp; Caribbean, Africa and International; On line dissemination of information &amp; Consultation; Questionnaire for Targeted Research Drafting And Distribution of final Documents</p>	<p>Evaluation Report of AMARC activities and effectiveness</p>	<p>Leading Team and external advisors Core Group participants; Stakeholders Group Community radio, communications for development Specific projects General stakeholders interested in CR, AMARC 9 Conference</p>

## 8. TIMETABLE OF ACTIVITIES

<b>Date</b>	<b>Activity</b>	<b>CR Global Review</b>	<b>CR Impact Assessment</b>	<b>AMARC Evaluation</b>
<b>Jan 2006</b>	Id21 CR E-conference	Fund-raising and project definition	Fund-raising and project definition	Fund-raising and project definition
	BCO Meeting - Kathmandu	Fund-raising and project definition	Fund-raising and project definition	Fund-raising and project definition
<b>Feb 2006</b>		Fund-raising and project definition	Fund-raising and project definition	Fund-raising and project definition
<b>Mar 2006</b>		Fund-raising and project definition	Fund-raising and project definition	Fund-raising and project definition
<b>Apr 2006</b>		Fund-raising and project definition	Fund-raising and project definition	Fund-raising and project definition
<b>May 2006</b>	Asia Pacific regional Roundtable- Colombo, 5 May	Research and report writing	Research and report writing	Questionnaire consultation, interviews and document review
	LAC regional workshop – Lima, Peru 24-25 May	Production of Initial Report of Findings and Recommendations	Production of Initial Report of Findings and Recommendations	Production of Initial Report of Findings and Recommendations
<b>Jun 2006</b>	Africa regional 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
<b>Jul 2006</b>		On-line discussion	On-line discussion	On-line discussion
<b>Aug 2006</b>	BCO Meeting – The Hague	On-line discussion	On-line discussion	On-line discussion
	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
<b>Sep 2006</b>		Production of Global Review Report	Production of Impact Assessment Report	Production of AMARC Evaluation Report and Strategic Plan
<b>Oct 2006</b>		Distribution of Global Review Report	Distribution of Impact Assessment Report	Production of AMARC Evaluation and Strategic Plan Proposal
<b>Nov 2006</b>	AMARC 9 - Amman	Discussion of Global Review Report	Discussion of Impact Assessment Report	Discussion of AMARC Evaluation and adoption of Strategic Plan 2006-2010