ANNUAL REPORT 2008
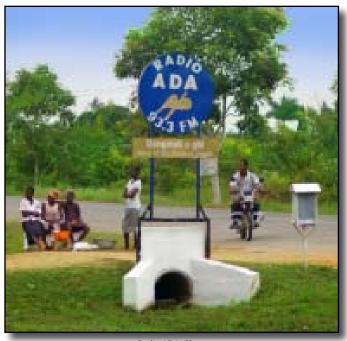
World Association of Community Radio Broadcasters, AMARC

Radio ADA, Ghana

THE YEAR OF COMMUNITY RADIO

AMARC
World Association of Community Radio Broadcasters

Celebrating 25 Years of Broadcasting for Social Change

Steve Buckley, President of AMARC

The World Association of Community Radio Broadcasters marked 25 years since its founding with a celebration in 2008 of the community media movement and its contribution to media diversity, empowerment and social change. Community broadcasting - rooted in communities, giving voice to the people, enabling dialogue and access to information – has become a vital tool in the defense of rights and social justice and in the building of a more equitable, fair and sustainable world.

The year 2008 allowed for reflection on what had been achieved, on the challenges ahead for the community media movement and for a series of events and actions in all regions of the world.

Among the key outcomes have been the adoption in Bogota (Colombia) of the Principles for a Democratic Legislation for Community Radio and the recognition of community media in the Maputo Declaration of the World Press Freedom Day Conference organized by UNESCO in May 2008 which noted "in particular , the role of community broadcasters in fostering underrepresented or marginalized populations' access to information, voice and participation in decision making processes."

AMARC also monitored and defended freedom of expression and communication rights through solidarity alerts, missions and support to community radio stations and community broadcasters in Mexico, Paraguay, Colombia, Chile, Peru, Bolivia, Uruguay, Hungary, Spain, Nigeria, Kenya, Bangladesh, Sri Lanka, Nepal, India, Thailand and Indonesia, among others.

Knowledge sharing and training activities have strengthened the role and functioning of community radio, while content development and social action campaigns have increased the effectiveness of community radio in giving voice to the voiceless and marginalized. For us the broadcast media are not only an instrument of the elite and powerful but also a means by which the citizens and ordinary people, women and men, can work to improve their livelihoods, to defend their rights and to participate in political life. Community Radio has been contributing by building strong voices for civil society and social movements to meet the challenging times in which we live.

AMARC reinforced its commitment to gender equality and women's rights through consultation on and development of the Gender Policy for Women in Community Radio, the holding of a series of knowledge sharing and planning workshops on gender equality and women's rights, and the publication of "Women's Empowerment and Good Governance through Community Radio. Best Experiences for an Action Research Process" in three languages (Spanish, English and French). Voices of women on gender equality issues were broadcast to millions of listeners through broadcast campaigns for March 8, International Women's Day and for the 16 days against gender violence.

The 25th Anniversary of AMARC was a milestone in our common pursuit of democracy, equity and social justice. We gathered in Bogota, Accra, Yogyakarta, Montreal and Bucharest to celebrate the lives of all those who, in different countries, cultures, times and contexts, have used the tools and techniques of sound broadcasting to expand the communication capabilities of people and communities. There are many challenges ahead – the marketisation of the airwaves, the growth of powerful media concentrations that deter politicians from acting in the public interest on media reform, the emergence of digital technologies, and the fact community radio activists continue to operate in sometimes very dangerous conditions where freedom of expression is not guaranteed.

In community broadcasting we build our engagement from the bottom up, organizing at the grassroots, connecting our communities. But we know also that to secure the future for community media and to defend community broadcasters under threat, we have to be heard at the national and international level, in the channels of opinion and the corridors of power. That is why AMARC is not just important, it is also necessary, as a focal point for our global community media movement.

Executive Summary

The general objectives for AMARC in 2008 were to increase the effectiveness of AMARC network in reinforcing Community Radio contribution to the fight against poverty, exclusion and voiceslessness and to promote social justice and sustainable, democratic and participatory human development. In pursuit of this goal AMARC's purpose is to amplify the voices of the excluded and marginalized through community media and new ICTs, to support popular access to communications, and to defend and promote the development of community radio world-wide.

This 2008 report concerns the performance of AMARC in regards to the objectives of the plan of action for 2008. It concerns the activities organized by the International Secretariat or executed in AMARC regions with its support through the harmonisation process between the AMARC political and institutional bodies.

Ghana, August 2008

These objectives and activities flow from AMARC's comprehensive and participatory global impact assessment and evaluation implemented in 2006. This action-research communications for development (C4D) process, aimed at removing the barriers and increasing the effectiveness of community radio and specifically of AMARC, in achieving social and development goals. The Amman Declaration, the Strategic plan 2007-2010 and the resolutions taken by the participants including the implementation of a harmonization process of AMARC structures were breakdown decisions communication for development under AMARC perspective. (http://amarc9.amarc.org)

The report is organized both along the activities of the lines of action of the strategic plan of AMARC prepared for 2008 and the main achievements and difficulties encountered.

The core programme objectives part of this annual report are:

1.Advocacy and policy research: To achieve improvement in the policy, legal and regulatory environment for community media and for the right of independent broadcasters to communicate so they can work on social development issues.

2. Knowledge sharing and capacity building: To strengthen the sustainability, effectiveness and relevance of community media and to increase the appropriation of community media by excluded and marginalized communities to better identify, discuss, articulate and voice their development concerns;

3. Content exchange and social action campaigns: To amplify the voices of the excluded and marginalized on key issues in sustainable democratic development and to strengthen South-centered perspectives;

4. Gender equality and women's rights: To promote women's voices and rights, to combat gender-based discrimination and to strengthen women's participation in community media at all levels; and

5. Network development and communication: To strengthen AMARC's structure and functioning, to strength country, regional and international networking and communication within the community media sector and to strengthen alliances between community media and other networks and social movements.

Marcelo Solervicens
Secretary General of AMARC

AMARC 25th Anniversary

Reflections to Increase the Impact of CR

AMARC turns 25: 2008 was the Year
of Community Radio

The World Association of Community Radio Broadcasters activities in 2008 were marked by the celebration of the 25th Anniversary of AMARC. It was in August 1983 that a group of community radio fans met spontaneously in Montreal for the first World Conference of community radio broadcasters, only to realise at the meeting that there was already an embryonic world movement which brought them together.

At the 1986 2nd World Assembly which took place in Vancouver, in the west coast of Canada, what was initially a spontaneous movement officially became a non-governmental organisation. In 1988, at the 3rd World Assembly in Managua, the Association acquired the status of Non-Governmental Organization. In Dublin, in 1990, the debates taking place at the 4th AMARC World Conference focused on the fight for the recognition of the right to communicate.

It was also in Dublin that a group of women proposed the creation of an international network of women working in the field of community radio. But it was only at the Oaxtepec Conference, held in Mexico in 1992, that the International Women's Network was launched, together with AMARC's International Solidarity Network. In Dakar, the 6th AMARC World Conference confirmed the existence of a locally rooted worldwide movement, with strong and independent regional offices evolving effectively in a context of world globalisation. AMARC's 7th Conference, which took place in Milan during the summer of 1998, followed

the lines laid down at the Dakar Conference, allowing the organisation to cross three new frontiers: the legal frontier, by discussing new international law's recognition of community media; the technical frontier, by helping members to meet technological challenges and by enabling community radio collaboration with other media with a similar vocation; and, the geographical frontier, by making a breakthrough into Asia and the Arab countries.

AMARC, Asia Pacific Regional Conference, Jakarta, Indonesia, 2005

The Katmandu's 8th Conference of AMARC was the largest gathering of community broadcasters to take place in that region, becoming a cornerstone for the development of the community radio movement in Asia-Pacific. The participants in the event endorsed the organisation's Strategic Plan of Action for the period 2003-2006. The Kathmandu Declaration was the fi-

nal document ensuing from the discussions and adopted by the General Assembly.

The AMARC 9 World Conference was held November 2006 in Amman, Jordan. The Conference supported the development of Community Radio in the Middle Eats and North Africa (MENA) region being followed by the AMARC Africa MENA Conference in Rabat Morocco in October 2007. The AMARC 9 World Conference studied a global evaluation of Community radios social impact and defined the strategic plan of action for 2007-2010 for what has become recognized as a global sector of communications.

In 2008, after 9 world conferences, the community radio movement has effectively become a recognized global sector of communication that has an effective social impact in making the world a better place.

Community Radio activities in 2008 will be under the sign of the 25th Anniversary of AMARC. AMARC

Amarc Europe Conference, Bucharest 2008

members and Community Radio Stakeholders organized several activities to celebrate, reflect on lessons learned and discuss on how to strengthen the social impact of Community radio to combat poverty, exclusion and voicelessness and to promote social justice and sustainable, democratic and participatory human development.

25th Anniversary Activities

2008 was the "Year of Community Radio". The 25th anniversary of AMARC, was celebrated and the future of the Community Radoio movement discussed in Latin America (Bogota), MENA (Amman); Africa (Ghana), Asia-Pacific (Indonesia), North America (Montreal) and in Eastern Europe (Bucharest).

25 Anniversary, Bogota International Conference, Colombia

The AMARC 25th anniversary activities effectively highlighted AMARC's global role in accompanying the establishment of a third sector of communications besides public and commercial broadcasting. These activities, done in coordination between international, regional and national networks, permitted AMARC members and partners to reflect on how to increase the AMARC effectiveness in its interventions through an harmonisation process.

More specifically, the Conference "Community radios for a Better World" held in February, in Bogota (Colombia), permitted reflection on how to increase the effectiveness of AMARC in advocating for an enabling environment for community radios and freedom of expression. Particularly relevant was the adoption of the "Basic Principles for a Democratic Legislation for Community Radio". These Conference allowed for further analysing on gender equality and Women's rights contributing to the publication of the book "Women Empowerment and Good Governance Through Com-

munity Radio" in August, in Accra Ghana. This book, resulting from a two year action-research process highlights the effectiveness of CR in defending women's rights and gender equality.

The Ghana 25th Anniversary workshop "What Network for Community Radio in Africa " held in conjunction with the Our Media 7 Conference permitted knowledge sharing on how to rebuild AMARC Africa network from the grassroots.

Other 25th Anniversary activity was held in October in Yogyakarta, Indonesia. It was a four-day workshop on how can AMARC increase the effectiveness of Community Radio in disaster preparedness and management and to reflect on the local consequences of climate change.

Furthermore, a key 25th Anniversary Activity was the knowledge sharing conference held in November in Montreal. Community Radio stakeholders from over the world met to explore the relation between empowerment and development and the role played by Community radio in facilitating the communication processes leading to sustainable human development.

Finally, for the first time in several years, Community Radio representatives and stakeholders from AMARC Europe met in Bucharest Romania, in December to explore ways to develop CR in eastern Europe and reinforce AMARC Europe.

Highlights on the outcomes of the 25th Anniversary of AMARC

Key specific Outputs were the Declaration of Bogota, and the Declaration of Montreal. Direct participation in these activities was of more than 760 stakeholders representing indirectly more than 570 organisations in 117 countries. Knowledge sharing Publications and

reflections are available through AMARC and Community Radio stakeholders websites.

The series of 25th Anniversary activities carried out in every continent demonstrated the existence of a dynamic, world-wide grassroots community radio sector that is unavoidable when it comes to empower local communities to achieve development objectives and democracy.

The insufficient recognition by some governments, continues to be the main barrier to the reinforcement and sustainability of Community Radios. Particularly difficult is the recoginition of the specific characteristics of CR.

The reinforcement of community radio sustainability, particularly its social sustainability, is linked to the quality and pertinence of CR programming through further local appropriation and participation of the communities particularly women. There is need for more knowledge sharing on how to increase the social impact of community radio on key development issues such as poverty reduction, and the roll-back effect of climate change in local communities.

Making Radio in Jakarta

The 25th Anniversary were important to AMARC, in allowing to explore the added value by a world Association of grassroots community radios, to the radio movement and to civil society by giving voice.

The harmonisation process designed by AMARC in 2006 has proven to be an effective mechanism to avoid duplication and increase the added value of AMARC to communication for development. The challenge is linked to increase the relevance and the effectiveness of AMARC interventions by facilitating appropriate linkages between international, regional and country activities.

Advocacy and Policy

The Policy Committee of AMARC and the Challenge of Building Enabling Environments for Community Radios

The International Policy Committee of AMARC held a face to face workshop on March 1st in Bogotá, Colombia. The Policy Committee was established by the International Board of Directors to produce recommendations for the international board on policy definitions to increase our effectiveness in facilitating friendly legislation and policies for community radio. It also needs to define strategies to defend the right to communicate. The ad-hoc Policy Committee is part of the harmonisation process of AMARC global network structures and resources decided by the members in the AMARC9 World Conference.

The Advocacy Workshop, animated by Aleida Calleja, focal point for the Policy Committee and Deputy Vice President of AMARC, explored the challenges to the recognition of Community Radios in Africa, Latin America and Caribbean, Europe, North America and Asia-Pacific. The presentations confirmed the diversity of legal environments and the challenges facing the community radio sector. In some places, inappropriate legislation challenges the role and sustainability of community radios, in other places, attacks on freedom of expression and the repression of journalists affect all sectors of communications. The participants coincided in the need to update constantly the diagnostic of the community radio sector, to strengthen partnerships with social movements, human rights organisations and to increase participation in multilateral institutions. There is need to act at the local, national, regional and international levels in a coordinated way to enhance the impact of the struggle for the recognition of Community Radio.

One of the key challenges affecting Community Radio, is the transition from the FM band to digital radio. Although it is still unclear which will be the final technical system to be adopted, it becomes clear that the final date for the transition to digital radio continues to be 2022. Nonetheless, some governments have already indicated that they will make the transition much faster, even if the theme does not yet appear in the agenda of the International Telecommunications Union. This international institution has

fixed 2012 as the date for the transition to digital television. This has created some confusion in the network and more follow-up will be needed to clarify the situation to governments and be better prepared for the transition to the FM band to digital band. Knowledge sharing and training will be needed to address the challenge through our network.

Repression to Community Radio journalists is common occurrence. The murder of two female community radio journalists in Mexico showed that harassment, intimidation and outright violation of freedom of expression and crimes against community radio journalists are increasingly becoming a challenge to the community radio sector. This calls for knowledge exchange and better coordination of action alerts, solidarity alerts and international missions of observation. All these instruments have proven efficient in the past but there is need to expand the partnership with freedom of expression organisations for appropriate follow-up and to increase the impact of our interventions to defend the right to communicate.

The Policy committee is one of the various committees allowing the AMARC network to fulfill the objectives of the AMARC9 Strategic Plan 2007-2010 and to start planning for the 2010 AMARC 10 Conference.

Advocating for the Right to Communicate

AMARC increased its advocacy work to support the process of growing recognition by governments of CR as an effective world tier of communication.

There has been progress in the recognition of community radio in 2008, particularly in Bangladesh. There is an increased organization of community Radio activists in India with the establishment of the Community Radio Forum. There has been increased legal recognition for community radio by the new legislation in Uruguay. There is progress in Nigeria, but difficulties still remain. There is need to increase knowledge exchange among regions to reinforce lobbying capacities.

The persecution against community radio practitioners in Mexico, Sri Lanka and in the Philippines, among other countries, continues to jeopardize the development of Community Radio The Mission conducted to

Mexico as well as to Sri Lanka with partners and the production of 67 alerts with freedom of expression partners were useful but need to be reinforced to increase the social impact of AMARC interventions. The analysis indicates that there is need to increase coordination and capacity building in order to organize more missions and alerts in the perspective of serving specific AMARC members needs and objectives.

There is a clear need for further capacity building and knowledge sharing throughout AMARC network on lobbying and alerts, as well as an ameliorated coordination for advocacy at the International Telecommunications Union (ITU), UNESCO and other international Forum.

Advocacy activities were conducted in 2008, particularly in relationship to UNESCO for the 3rd May International for the freedom of expression in Maputo, where the declaration explicitly recognised the role of

Radio ADA, Ghana (Photographie AMARC)

community radio. AMARC made the presentation on the seminar for follow-up on the lines of action of the WSIS. AMARC presence in relationship to ITU has increased. We have reinforced our relations with the ECOSOC and maintained the relationship with United nations Council on the Status of Women.

The Principles for a democratic legislation for Community Media, proposed by the legislation programme of AMARC LAC, was a step forward. It was recognised by the Inter-American commission of human rights. It was widely distributed and there were debates at the International conference in Bogota and at a seminar held in August in Accra in conjunction with OM7.

AMARC has reinforced its links with Civil Society Organisations such as the World Social Forum International Council. It organised with FAO and other stakeholders a meeting on how to increase effectiveness of

Community radio in Congo. AMARC has continued with an active participation in the Building Communications Opportunities, BCO participating in the London evaluation meeting in March and at the Johannesburg meeting in December. AMARC organised a knowledge sharing seminar in Kathmandu, Nepal in July to reflect on how to increase the social impact of community radio.

Milestones

The presentation of the Principles for a democratic legislation for Community Media was a key milestone in 2008. This principles were endorsed by many organisations in Latin America, and by the Inter American Commission of Human Rights. They were also discussed and widely distributed through the AMARC network.

AMARC renewed its world MoU with Food and Agricultural Organisation. It established a Global agreement with IPS, besides reinforcing its role as a recognised INGO in ECOSOC.

There is need for further knowledge exchange between Community Radio Stakeholders, between regions on how to best confront advocacy issues combining local and global strategies to promote communication rights.

One key challenge for AMARC is to reinforce its effectiveness by being present in a larger number of international and regional Forums. It also needs to reinforce the expertise of its members in key issues particularly when it comes to the challenges of the transition to digital radio, solidarity alerts, policy research and to facilitate knowledge sharing through the network.

In 2009 AMARC will concentrate in reinforcing the monitoring of community radio situation and communication rights as well as reinforcing collaboration with civil society and multilateral partners at the local and global levels.

Some Key activities

In order to achieve the objective (planned outcome) of improvement in the policy, legal and regulatory environment for access to communications by the poor and marginalized, AMARC facilitated several activities .

(a) Making the voices of the poor heard in international Fora
World Press freedom Day, 3 May. AMARC delegates participate in the World press Freedom Day Global activities in Maputo Mozambique, 4 representatives. A declaration recognising CR is adopted.

AMARC LAC Launches the 14 Principles for Community Radio legislation
For World Press Freedom Day AMARC LAC launches de 14 Principle for a Democratic Community media Legislation http://www.amarc.org/index.php?p=World_Press_Freedom_Day_2008

UNESCO WSIS follow-up meetings 20-21 May
AMARC chaired the follow-up committee on WSIS follow-up of new media organised by UNESCO and ensured follow-up of CR recognition in the process;

(b) Policy research, monitoring and knowledge exchange
Declaration of Bogota 29 February 2008
International Conference in Bogota, Community Radios for a Better World. February 2008, Including International action committee on Advocacy and Policy research
http://www.amarc.org/index.php?p=Bogota_International_Conference_2008&l=EN&nosafe=0

Publication of Principles for Democratic CR legislation (3 May)
Principles are widely publicised and discussed through the network. http://www.amarc.org/index.php?p=World_Press_Freedom_Day_2008

Bangladesh Roundtable June 2008
Roundtable in Bangladesh for Analysis of New legislation and strategies for Community radio growth. Reinforced tools for advocacy in favor of CR for fighting poverty and for democratic development and inclusion. Participted by almost ne hundred participants. http://amarcwiki.amarc.org/upload/documents/Mission_Report_Bangladesh.doc .

Strengthened capacity for lobbying and advocacy
Seminar on Principles for community radio held in Accra Ghana (August 2008), Debates on CR enabling environment for CR with participation of representatives for CR from all regions of AMARC. 19 participants share knowledge and reinforce their advocacy capacity. http://www.amarc.org/index.php?p=25_anniversary_Ghana&l=EN

Montreal Declaration , 7 November 2008.
Montreal International Conference, Radios for Empowerment and development. Debates on CR enabling environment for CR with participation of representatives for CR from all regions of AMARC. Participation of Frank Larue, FoE Rapporteur UN http://www.amarc.org/montreal/index.html

Knowledge Sharing and Capacity Building

Capacity Building and knowledge sharing is the base for
Community Radio Sustainability

In Ghana, on the margin of the 25th anniversary activities in African soil, the World Association of Community Radio Broadcasters, AMARC held a seminar of the Capacity building committee of the International Board attended by more than 15 participants from all regions of the AMARC network..

As other action committees set up by the international board, the capacity building committee is intended to facilitate members' participation to ensure implementation of the objectives of the 2007-2010 Strategic plan, as well as well as to review the knowledge sharing and capacity building activities and to make recommendations that facilitate the pertinence and the effectiveness of AMARC interventions.

Ghana, Africa, 25 Anniversary Conference (Photo: Amarc)

Among other recommendations, the Capacity building committee proposed to bring up to date the information on the existing knowledge sharing and capacity building resources in the community radio network as well as by stakeholders at the international, regional and local levels. This will help to fine-tune the definition of the types of interventions by AMARC in terms of capacity building and knowledge sharing that will add value without duplicating and seeking to reinforce or make a difference in regards to what is already being done by community radios and stakeholders in different countries.

In this regard, among other matters, the capacity building committee recommended that the AMARC website becomes much more of a sort of resource pool for training manuals and other written material. It should also facilitate information on human resources available to increase knowledge sharing among regions on advocacy, content development and radio techniques, technical support and other vital areas for the

development of the community communication project. In this regard the capacity building committee insisted in the need for proper coordination, joint efforts and exchange with community radio stakeholders working in the field.

The capacity building and knowledge sharing coordination is an integral part of the global strategy of AMARC seeking to develop a stronger and independent community radio movement. AMARC needs to reinforce its effectiveness in coordinating knowledge exchange on setting-up community radios, including advocacy for a legal environment that recognises the social objectives and the public service contribution of community radios; in ensuring their social, institutional, technical and financial sustainability and making sure that they make a difference for they put forward a communication process through community ownership of the media, giving voice and empowering local communities for social inclusion, democratisation and development objectives.

A Strategy to Reinforce the Capacity of the Community Radio Network

In 2008, the International Board of Directors of AMARC moved to establish International Knowledge Sharing Action Committees on the lines of action of the AMARC strategic Plan.

The objective was to increase capacity and knowledge sharing throughout the network as part of the harmonisation between local and global levels in order to increase effectiveness of AMARC interventions.

First, the advocacy and policy research committee that met in Bogota (Colombia) made recommendations to reinforce, policy definitions, support to CR suffering from persecution and, to increase lobbying and advance in coalition building with other civil society organisations and institutions.

Second, the knowledge sharing and capacity building committee met in Accra Ghana, in the context of the Our Media 7 Conference to clarify and define knowledge and training needs of local CR in order to increase the sustainability of AMARC members and to ensure

Accra, Ghana, August 2008 - (Photo: Amarc)

content exchange and to amplify the voices of the poor and excluded.

Thirdly, the Women International Network met in Accra, Ghana (August) to define mechanisms to reinforce the voices of women and facilitate gender equality through activity and campaign planning. Finally, the Governance committee met in Montreal, in November to see how to improve effectiveness and good management perspectives throughout the Community Radio Network.

Outcomes for Capacity Building and Knowledge Sharing Activities

The International Knowledge Sharing Action Committees reports informed key areas of intervention of AMARC and allowed for increased exchange of reflections and documents in the new Web site section "All About Community Radio". The recommendation to the AMARC network allow to facilitate the monitoring and evaluation of activities.

Knowledge Sharing value increases when it is connected to concrete challenges to community radios. This is extremely clear when it comes to advocacy efforts : knowledge exchange on how to advocate for an enabling environment has concrete results.

The key challenge is to involve the largest number possible of AMARC members in action research processes in order to highlight the enormous potential of the world-wide community radio network. Action research allows for appropriation of the challenges by community radio stakeholders.

Future actions for 2009 are linked to the need of further expansion and embedding action research evaluation processes throughout the network, to reinforce knowledge sharing, leading to increased effectiveness not only of CR but also of civil society organisations.

Embedding Evaluation and Social Impact Throughout the Network

The key question of the added value of AMARC is to to facilitate action research so that Community Radio is at the center of a communication process that leads to empowerment, development and democracy. This can contribute to make Community Radio functioning and programming, more pertinent and of better quality. This can also lead to use more effectively material, financial and human resources so that knowledge sharing, learning is increased in direct relation to the mission of the community radio.

AMARC has advanced on embedding action-research process approach, mainly through knowledge exchange activities. This results in increased awareness and increased effectiveness of AMARC support to community radio development.

Key activities in 2008 were: The Bogota International Conference; the Nepal BCO dissemination workshop on impact assessment in July; the Accra (Ghana) workshops in conjunction with the Our Media 7 Conference; the Indonesia workshop on Natural Disaster Preparedness and Management, in October; the knowledge sharing conference on Empowerment and Development through Community Radio in Montreal, in November and; the AMARC Europe Conference CR: Broadcasting on the Edge held in Bucarest, Romania in December.

The publication of a hard copy and Internet based

publication of the practitioners reflections from an interactive roundtable held at the World Congress on Communication for Development, "Fighting Poverty. Utilizing Community Media in a Digital Age" was widely distributed.

The basic systematisation of knowledge sharing action research process among Women International Network and with stakeholders on the theme of women's empowerment and good governance through community radio was extremely positive. The dissemination of action-research processes on social impact assessment of Community Radio, will be reinforced in 2009 extending the discussions to a larger number of Community radios and publishing the best experiences.

AMARC also published the study "Community Radio and the Post Election Violence in Kenya in 2008. Furthermore, some manuals were also produced to facilitate use of ICTs in radio production and dissemination.

The action committees reflections and the workshops to be held in 2009, should reinforce the embedding of the action-research approach in our network in order to achieve better results at the AMARC 10 global conference.

Knowledge sharing and capacity building needs an integrated approach. It is important to consider knowledge sharing and learning as a continuous and interactive process of learning that combines local efforts of local knowledge nature with exchanges among countries and regions and cultures and crystallisation of reflections in theories.

The main challenge is to ensure that knowledge sharing through action research process and training reinforce sustainability of community radio by reinforcing its mission along the axis of good participatory management, good quality radio techniques, and pertinent content programming arising from the conjunction between local and regional or global knowledge.

New challenges such as climate change mitigation and adaptation express clearly the challenge of being able to link global and local perceptions.

AMARC will concentrate in 2009 to develop increased knowledge sharing among issues of sustainability through content development, reinforcement of formats and radio techniques and pertinent programming arising from participatory approaches of management.

Knowledge Sharing and capacity Building Activities in 2008.

Training for Technology in Community Radio, February 2008 in Bangalore, India
Training for Training with Self Employed Women Association, SEWA and Community Radio Forum members in Bangalore India. A total of 89 trained on technology for community radio. Content development is increased in key challenges to community radio in India

Action Research Workshop on Women and Good Governance through CR
Action Research Workshops for trainers and mentoring session are done on Women and Good Governance through CR with a total of 35 women trained ; Accra, Gana August 12. http://www.amarc.org/index.php?p=25_anniversary_Ghana&l=EN

Knowledge Sharing Workshop on Participation and Sustainability of CR (August 10)
Knowledge sharing on Participation and sustainability of CR with participation of 48 CR members as total. In Accra, Ghana, http://www.amarc.org/index.php?p=25_anniversary_Ghana&l=EN
Good practices on participation and on social sustainability skills are facilitated.

Knowledge Sharing Workshop on Disaster Management & Preparedness
Training and capacity building workshop is held in Yogyakarta, Indonesia October 17-20. 67 are trained on Disaster preparedness and management as well as Climate change. http://asiapacific.amarc.org/index.php?p=25th_anniversary_training_Asia_pacific . Good practices on CR social impact in natural disaster management and preparedness are facilitated

BCO Impact assessment workshop in London, March 2008
Reinforced tools for advocacy in favor of CR for fighting poverty and for democratic development and inclusion. Impact of C4D is enhanced in C4D community and stakeholders

Publication Manual on use of ICT by CR in Broadcast Campaigns. February
Manual explains how to take sound, transfer to computer, digital editing, uploading to AMARC website and downloading from website. 420 access the digital Manual on CR and ICT.

Sharing documents on CR and C4D (Several dates)
Update links to existing training materials for CR production, management and content development. Zone in website established. http://www.amarc.org/index.php?p=Articles_Reports&l=EN

AMARC Europe Conference: Broadcasting on the edge (Bucharest 12-14 December)
AMARC held a knowledge sharing and capacity building conference in Bucharest, Romania. CR in Europe: Broadcasting on the Edge. It gathered more than 70 participants from CR and stakeholders. There were training for trainers activities, the AMARC Europe General Assembly.

New European Board of Directors

Publication on Women & Good Governance
A document from Seminars on Women and good governance is produced and the hard paper version in English, French and Spanish is launched in Accra, Ghana in August 2008. http://www.amarc.org/wg-gtcr . Profile the successful experiences of Women in CR and Good Governance.
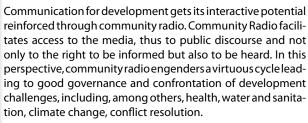
Content Development and Social Action Campaigns

Community Radio Content Development Strategy
Challenges

One of the key findings of the CR social impact action research assessment: "Community Radio Social Impact Assessment - Removing Barriers, Increasing Effectiveness", was the recognition that community radio could be at the centre of a communication process that can articulate community social, political and economic actors to engage in social change through inclusiveness, democracy building and human sustainable development.
See http://evaluation.amarc.org/evaluation.php

BCO Meeting, South Africa 2008

Communication for development gets its interactive potential reinforced through community radio. Community Radio facilitates access to the media, thus to public discourse and not only to the right to be informed but also to be heard. In this perspective, community radio engenders a virtuous cycle leading to good governance and confrontation of development challenges, including, among others, health, water and sanitation, climate change, conflict resolution.

The principal barrier to community radio as a pivotal centre of communication processes come from lack of recognition of the social importance of community radio in the legislation; a situation that hinders community radio sustainability as they do not count with enough human, financial and technical resources. There is also the challenge of having content that is relevant to the communities and that has enough quality to develop sustained interest from listeners. Furthermore, and in order to survive, practitioners distract themselves from CR mission to ensure economic survival, thus loosing key elements of participation of the community in the media.

A first key element to consider in content development is then, the intrinsic difficulties of the development of the participatory objective of community radio, frequently hindered by organisational crystallisation of management practices, resulting in relative closure of the community radio to the community.

A second challenge relates to giving access of the excluded and marginalized to the media to speak and produce relevant content. Relevant content, based in local knowledge, culture and languages has been recognised as a key breakthrough of the community radio project. The impact of the message suffers when it is expressed in poor quality programming, on insufficient use of appropriate radio techniques and formats to convey a message; particularly when it tries iteration or copy of other types of media. Training and knowledge sharing for content development is a Community radio challenge due to high turnover of voluntaries and journalists. It has to be reinforced as part of the organization culture of the CR.

A third challenge for content development is to put community radio at the centre of the community actor's process of communication and the social change dynamics, expressed by individual but also by civil society organisations and institutions. Community radio mission is to be the centre of a communication process allowing not only for people to be informed but also to be heard.

25 anniversary, Amarc Africa Conference, Ghana 2008

This process could be natural where social movements are strong and community radio is open to the CSOs. For good governance and inclusive human development there is need for reinforcement where civil society is weak or disorganised and Community Radio has proven to have a catalysing effect in the structuring of citizens and social organizations.

In order to support CR to fulfil its mission there is need to reinforce debate in the community radio network, on the need for a model for content development that is grounded in the reinforcement of local capacity through training and knowledge exchange and the development of a specific institutional development that not only considers journalists but community radio itself, as a space for a communication project open to the community and at the juncture of media, NGOs, individuals and institutions.

Content Exchange and Social action Campaigns in 2008

The objective of content exchange and social actions campaigns facilitated through the Community Radio network is to strengthen the sustainability, effectiveness and relevance of community media and to increase the appropriation of community media by poor and marginalized communities to better identify, discuss, articulate and voice their development concerns.

January. Coverage of the WSF 26 January Mobilisation Day.
Coverage of the first WSF 26 if January mobilisation Day. The programs produced and distributed gave a good presence to AMARC
.
March 8 Global Broadcast Campaign.
8 March was held with more success than ever, with almost 24 hours of broadcasting the world campaign with the theme decided by the WIN for this 8 March, and coordinated by the International Secretariat. (See report for further details). This activity was financially supported by CIDA and by SDC.

March 21. The Radio Voices Without Frontiers Campaign (21 March)
This year (21 March) we held for 10th time the Radio Without Frontiers campaign against racism and discrimination. The campaign was reactivated this year.

G8 Summit and Alternative Summit in Hokkaido, Japan. July
The International secretariat contributed to the G8 summit coverage in Hokkaido Japan by ensuring that there was an AMARC page in the AMARC Europe website, we ensured coordination of press releases production and distribution to highlight

the coverage and ensured uploading information. All activities were done in support of AMARC Japan See the website please. There were 1432 visits to the G8 Website (1427 persons passed through the AMARC website and 175 went through the AMARC Europe Japan) There were 448 visitors downloaded audio documents.

Guatemala Social Forum
The International secretariat contributed to the Americas Social Forum in Guatemala coverage by ensuring that there was an AMARC page in the AMARC website, and distributed press releases highlighting the coverage and uploading of information of Pulsar. Also we ensured a discussion list to ensure coordination of the coverage. See the website please. There were 762 visitors (625 visit it through the AMARC website, and 137 through the AMARC Website.) 381 visitors downloaded audio documents.

G8 Summit in Hokkaido, Japan 7-9 July
World Coverage of G8 meeting in Hokkaido, Japan July 2008. 500,000 listen to programmes produced http://www.amarc.org/index.php?p=G8_2008&l=EN&nosafe=0

Coverage of World Food Day, 16 October
250,000 listen to the Broadcast campaign; Visit http://www.amarc.org/index.php?p=World_Food_Day_2008&l=EN&nosafe=0   CR journalists acquire new skills for reporting on local/global issues and CR listeners acquire increase awareness on the thematic area and are empowered on how to react face to Food crisis;
November-December. 16 Days against Gender Violence

The International Secretariat coordinated the preparation, broadcasting and archiving of the broadcasting campaign of 16 days against gender violence. Please visit the website of the campaign. 2,000.000 listen to the world broadcast campaign. Visit : http://www.amarc.org/index.php?p=16_Days_Against_Violence_on_Women_2008&l=EN&nosafe=0
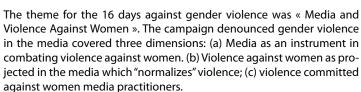
Gender equality and women's rights

Promoting Gender equality and women's rights

AMARC effectively contributed to gender equality and Women's rights in 2008 through advocacy & policy research, training, content exchange and increased networking. Some highlights were the tenure of a series of knowledge sharing and planning workshops on gender equality and women's rights (Bogota in February 2008, Ghana in August 2008) and the publication of the series of visions on governance issues in the book "Women's Empowerment and Good Governance through Community Radio. Best Experiences for an Action Research Process" published in three languages (Spanish, English and French).

There was also the discussion throughout the network of the Gender Policy for Women in Community Radio. The policy has been translated to seven languages and for 2009 it is expected to be further distributed and discussed in other countries. AMARC community radio network amplified the voices of women and brought gender equality issues to more than 10 million listeners at local levels through global broadcast social action campaigns held for March 8, International Women's Day and for the 16 Days against gender violence. For March 8 the overarching theme was connected to the participation of the WIN in the UNCSW in February March and the theme was "Financing for gender equality and the empowerment of women".

M. V. Cabrera-Balleza, WIN

The theme for the 16 days against gender violence was « Media and Violence Against Women ». The campaign denounced gender violence in the media covered three dimensions: (a) Media as an instrument in combating violence against women. (b) Violence against women as projected in the media which "normalizes" violence; (c) violence committed against women media practitioners.

AMARC WIN network was reinforced Africa, Europe, as well as in Latin America and in Asia- Pacific. The several knowledge sharing workshops on gender sensitive programming were held in Accra, Ghana in August, reinforced the effectiveness of the network in sharing and coordinating actions of women in community radios and in society..

Gender Equality and Womens Rights Activities

The publication of the book in English, Spanish and French, "Women Empowermwnt and Good Governance through Community Radio". launched in Accra, Ghana in August 2008. http://www.amarc.org/wggtcr . Profile the successful experiences of Women in CR and Good Governance.

There was increased quality and pertinence of radio programmes produced for international activities. 8 March was held with more success than ever, with almost 24 hours of broadcasting the world campaign with the theme decided by the WIN for this 8 March, and coordinated by the International Secretariat. (See report for further details). 2,000.000 listen to the world broadcast campaign http://march8.amarc.org/index.php?p=March8_Archives_2008 .

From November 23d to December 10 the Women International Network broadcast the 16 Days against Gender Violence Global campaign. Please visit the website of the campaign. 2,000.000 listen to the world broadcast campaign http://www.amarc.org/index.php?p=16_Days_Against_Violence_on_Women_2008&l=EN&nosafe=0

Furthermore, 76 women were trained on gender sensitive programming. The AMARC WIN Web site was reinforced in its English, French and Spanish versions.
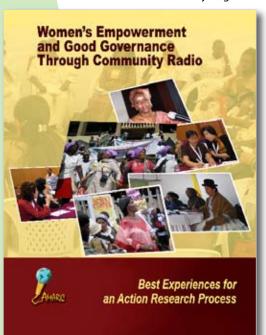
2 Seminars were conducted to think the role of WIN members and analyze what we understand by "gender perspective" ; Bogota, http://www.amarc.org/index.php?p=Bogota_International_Conference_2008&l=EN&nosafe=0 Accra http://www.amarc.org/index.php?p=25_anniversary_Ghana&l=EN

Survey on where women stand in structures & programming of CR. Production of a review on the situation of women in CR was distributed all year 2008. http://www.amarc.org/index.php?p=Questionnaire

The debates and publication in several languages of the Gender Policy for Community Radio, was an important milestone for a process of articulating gender equality and women's rights in Community Radio. Thos process continues in 2009

Production of a special number of Cara y Señal number 10. in Spanish on gender challenges and communications. 500 copies produced with 13 audios in Spanish

and indigenous languages. The Asia Pacific region also rproduced a special number dedicated to gender issues in the region.

There were a series of meetings of the Women International Network WIN in Accra, Ghana, in August.

AMARC WIN participated in the UNCSW insisting in the role of CR for enhancing women participation in conflict resolution

Key lesson learned was the importance of the relationship between women and men in community radios with civil society organisations and institutions working on gender issues, in order to increase the pertinence of radio programming and the sustainability of community radios. Although this is evident in women radios, it is also a key necessity in generalist community radios, particularly in countries where women are discriminated against.

Key challenge is to embed gender equality within community radios in order to reinforce the role of community radio in including women to become citizens and actor of development and good governance. Further discussions and action research are needed to reinforce these perspectives.

Networking Development and Communications

Increased networking and communications

AMARC has reinforced its partnerships for development and democratisation; it has reinforced its harmonisation process thus increasing the effectiveness of its network; It has also reinforced the communication processes throughout the network. There has been an important work of processing the CR social impact assessment results and disseminating the information particularly in the Bogota, in Accra, in Indonesia and in Montreal.

BCO Meeting, South Africa 2008

It is clear that AMARC needs to partner with stakeholders in order to reinforce its saying and ensure social change. There was an important presence for the World Social Forum Global Day for Action, (26 January 2008). AMARC also invested funds to ensure the participation of a representative in the meetings of the international council of the WSF. The BCO coalition ended a joint impact assessment study. Participation in Our Media Conference in Ghana allowed for reinforcing links with academics and civil society practitioners. Other alliances are, Global Knowledge Partnership (GKP), Global Forum for Media Development (GFMD); There is need to reinforce our strategy of partnerships for development and democratization so there is a larger participation of AMARC members in social movements and NGO or stakeholders coalitions.

Key outputs was the production of harmonised plans of action of the global network in 2008. Also, there was increased development of the structures of AMARC and the reinforcement of the links with civil society organisations and institutions. The integrated approach of AMARC is evident in the development of a more consistent and interactive Web site.

Harmonisation effectively increases the outreach, the visibility and quality of the inter-

ventions of AMARC in the global network of community radios. It also contributes to reinforce local activities through knowledge exchange. It appears that a key added value of AMARC is precisely to facilitate these exchanges that increase the effectiveness of the global community radio sector.

A key challenge is that to increase the effectiveness and the quality of the added value of AMARC. The Association needs to reinforce the process of harmonisation of its structures, the division of labour with its members, being them Federations or community radios; but also to reinforce links at diverse levels with civil society partners in order to increase the effectiveness and consistency of its network.

Besides strengthening communications throughout the CR network, AMARC has reinforced its regions by the reconstruction of the network in Africa, Europe, Asia and the Pacific; Latin America & the Caribbean. Furthermore there have been efforts to facilitate the development of CR in the MENA region. Appropriate use of ICTs has allowed to increase communications, sharing of knowledge and content exchange platforms

With the definition of the AMARC 10 Global Conference, in Argentina for November 2010, the work in 2009 will be leading to analysis and evaluation of the global network of AMARC and building the strategic plan 2011-2015. The 4th Pan-African conference and the Asia Pacific Conferences will be held in 2009 in the road to the AMARC 10 global conference.

The International Secretariat contributed to the rebuilding of the AMARC Africa network (including the Regional board meeting in April, and the workshop held in August in Ghana, on What AMARC network for community radio in Africa? The AMARC Africa network will hold its 4th Pan African, to end the process of reconstruction from tej grass roots and following contant networking and definitinon how can AMARC Africa best contribute to increased effectiveness of community radio in Africa.

Network and Communications Activities

Distribution of 4 Editions of the AMARC Link Newsletter via Internet
In February, July and November the International secretariat distributed the AMARC Link Bulletin over the Internet. These edition were complemented with sending emails and updating information in the website as needed and hard copies available for activities and partners. Publish a webzine on key aspects of AMARC activities to the

intention of the membership and distributed to 5430 CR members and stakeholders

The AMARC website has been consistently ameliorated from the interactivity perspective and the appearance. There is continuing effort to integrate it to the harmonisation process as a facilitating tool.

Some Regional Activities

AMARC Africa and MENA

The Secretary General supported the reorganisation of AMARC network in Africa, through support of the Regional Board and activities co-ordination. Main aspects are as indicated:

Amarc Africa Board meeting held in Nairobi
A face to face meeting of the African Board was held in Nairobi, Kenya in April 2008. The AMARC Africa Workplan was reviewed, the definition of a new constitution of AMARC Africa was discussed and the tenure of a General Assembly of members was decided for April 2009.

AMARC Africa 25th Anniversary Activity: workshop, What Network of CR in Africa: What Network for AMARC Africa.
The AMARC Africa workshop was held in Ghana back to back with the Our Media 7 Conference as the 25th anniversary activity held by AMARC in African soil.. AMARC Africa Workshop on What Network for Community radios in Africa is held in Accra, Ghana. At OM 7 Conference, August 2008. African Special workshop allows for reorganisation of CR Network in Africa « What Vision for a Community Radio Network in Africa: Rebuilding AMARC Africa Network » http://www.amarc.org/index.php?p=AMARC_Workshop_OM7 . Facilitate the reorganisation of the Africa Region

AMARC Africa Plan of Action and harmonisation
An agreement regarding the AMARC Africa Action Plan and budget was agreed in consultation to the members to be worked together between AMARC Africa and the International Secreariat. The activities for the year are dependent on fundraising. The harmonization allows to maintain the Coordinator and execute training for trainers activity together or separate from the Our media Conference in Ghana in August 2008.

MENA Conference held in Amman, June 2008
The MENA region held a conference in Amman, in June 2008 as the MENA Activity of the 25th Anniversary of AMARC .

Other Regions

Bogota International Conference CR for a Better World (February 28-29). AMARC LAC Board and representatives from the region came together to assess the situation of CR in the region and to define plans of actions and programmes for 2007-2008.

MENA Conference, Amman 2008

AMARC LAC Board met in Lima Peru (March 2008), to evaluate, reflect and plan activities of AMARC in Latin America, in Lima, Peru in March 2008.

The regional Board of Asia Pacific held its face to face annual meeting in Indonesia –15-16 October.

Partnerships for Development

AMARC and FAO signed a Global MoU in order to frame their collaboration at the global level and facilitate collaboration at regional and National levels, in order together to combat poverty in rural areas and increase discussion on Policy definitions on Communication for development

AMARC and IPS signed a global MoU to share information and work together for world coverage events. The Global MoU facilitates coordination at regional and local levels.

AMARC partners with IFEX on Freedom of Expression and Communication rights activities and lobbying;. Partnership reinforces links and recognition of CR among Freedom of Expression community.

Participation in Building Communication Opportunities Coalition, BCO . There were two meetings of BCO coalition and joint impact assessment process of ICT impact in Development

AMARC delegates participated in the Global Forum for Media Development Conference December in Athens.

Monitoring and evaluation

Dissemination of AMARC Impact Assessment and Action-Research on CR Evaluation

In 2008, AMARC continued the dissemination through our global network, of the document "Community Radio Social Impact Assessment. Removing Barriers Increasing Effectiveness (Challenges, Reflections, Experiences, Lines of Action for Community Radio Stakeholders. " Please visit: http://evaluation.amarc.org/evaluation.php

In particular seminars were held at the Conference "Community Radios for a Better World" held in February in Bogota, Colombia, at the Ghana 25th anniversary workshop "What Network for Community Radio in Africa" held in August, at the workshop held in Yogyakarta, Indonesia, in October and at the knowledge sharing conference held in Montreal in November 2008.

Furthermore and through knowledge sharing with Building Communication Opportunities (BCO) AMARC benefited from experience on evaluation of social impact from Panos, Hivos, IICD, SDC and others and conducted a seminar on the analysis of the social impact of community radio in Nepal, July 15th 2008. Please visit http://www.amarc.org/index.php?p=BCO_Results_Dissemination .

AMARC also published specific action research on women and god governance through community radio, leading to further discussion on how to increase the effectiveness of AMARC in gender issues through the community radio Women International Network. See the publication at: http://www.amarc.org/wggtcr/ .

The result of these and other activities was the increased awareness troughout the community radio movement and of community radio stakeholders on the importance of action-research on impact assessment of community radio in development and reflections on how to increase, quality, content pertinence and participation in CR.

Simposium AMARC, Montreal, November 2008

THE YEAR OF COMMUNITY RADIO

FINANCIAL REPORT 2008

World Association of Community Radio Broadcasters, AMARC

Extract of Audited Financial Statements
on December 31, 2008   Canadians Dollars

Balance sheet at 31 December 2008

	2008 ($)	2007 ($)
Assets		
Current Assets		
Cash	118 758	105 078
Receivables	146 926	108 286
Prepaid Expenses	29 655	15 060
	295 339	228 424
Long Term Assets		
Net Immobilisation	3 889	4 143
Total ASSETS	299 228	232 567
Liabilities		
Currents Liabilities		
Accounts Payable	94 221	90 658
Reported Income	104 252	41 379
Short term Portion of Long terme Debt	6 177	11 277
Total Liabilities	204 650	143 314
Net Assets		
Not- affected	90 689	85 110
Affected	3 889	4 143
Total Net Assets	94 578	89 253
Total Liabilities and Net Assets	299 228	232 567

Summary of Audited Statement for the Year 2008, ended 31st December

	2008 ($)	2007 ($)
Income		
Self Financing	71 615	95 858
Grants Received	886 902	1 027 478
Total Income	958 517	1 123 336
Expenses		
Activities		
Advocacy and Policy Research	219 936	114 793
Knowledge and Capacity Building	176 825	197 516
Contents Exchanges and Social Action	54 730	115 332
Gender Equality and Women's Rights	163 416	276 310
Network Development and Communication	281 436	227 932
Others	56 595	77 860
Final adjustement of AMARC 9 Congress	----------	30 825
Total Activities	952 938	1 040 568
Surplus <Deficit> Net of the Exercise		
before exceptional Item	5 579	82 768
Exceptional Item	----------	25 307
Surplus <Deficit>	5 579	57 461

AMARC Governing and Operational Structures in 2008

International Board (elected in Amman November 2006)
Steve Buckley	President
Aleida Calleja	Deputy president
Elizabeth Robinson	Treasurer
Marcelo Solervicens	Network Secretary General
Mavic Cabrera Balleza	VP Women International Network Raghu Mainali
Maria Pia Matta	VP Latin America & Caribbean
Ashish Sen	Vice President for Asia-Pacific
Mariano Sanchez	Vice President for Europe
Grace Githaiga	Vice President for Africa
Daoud Kuttab	Vice President
Oumar Seck N'diaye	Vice President
Sony Eusteus	Vice President
Jim Ellinger	Vice President

AMARC Women's International Network Representatives
Mavic Cabrera-Balleza	VP Women International Network
Margareth Senamu	Eastern & Southern Africa
Zara Jacoub	Western & Central Africa
Bianca Miglioretto	Asia-Pacific
Argentina Olivas	Latin America and Caribbean
Margaretta D'arcy	West Europe Representative
Mary Rose Jones	North America representative
Tamara Aqrabawe	Middle East & North Africa

African Board of Directors
Grace Githaiga	VP for East and Southern Africa
Fily Keita	VP West and Central Africa
Oumar Seck Ndiaye	Training and Capacity Building
Kizito Mushizi	Technology Officer
Margareth Senamu	WIN East and Southern Africa
Zara Jacoub	WIN West and Central Africa
Franklin Huisies	Organizational Development
Omar Mamadou	Coordinator

International Secretariat Staff
Marcelo Solervicens,	Secretary General
Flor Balbin,	Administrative Assistant
Jean-Philippe Théberge,	ICT Consultant
Nick Fillmore,	Project Development consultant
Dominique Legendre,	Accountant
Ricardo Costa,	Project Consultant

Asia Pacific Boards Of Directors
Ashish Sen	President
Sonia Randhawa	Deputy President
Shane Elson	Treasurer
Gwendolyne Longid	VP South East Asia
	VP South Asia
Bianca Miglioretto	VP WIN representative
Matsuura Tetsuo	VP East Asia
Sharon Bhagwan-Rolls	VP Pacific
Suman Basnet	Coordinator AMARC AP

Latin America & Caribbean Regional Board
María Pía Matta	Vice-president
Argentina Olivas	WIN Representative
Carlos Aparicio	Mexico Sub Region
Guillermo Ramos	CentralAmericaSubRegion
Carlos Rivadeneyra	Andes Sub Region
Mesa nacional	Brasil Sub Region
Mónica Giordano	SouthernConeSub Region
Sony Esteus	Caribbean Sub Region
Ernesto Lamas	Regional coordinator

Europe Board Of Directors
Mariano Sanchez (Spain)	President
Nino Jakhua (Georgia)	WIN Representative
Agus Hernan (France)	Treasurer
Sangita Basudev (UK)	Board member
Lucia Ruiz (Spain)	WIN Representative
Henry Loeser (Csech Rep.)	Board Member
Christina Jurj (Romania)	Board Member
Ike Chime (Findland)	Board Member
Francescom Diasio	Coordinator

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