

UNDEF



The United Nations
Democracy Fund

**PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS
DEMOCRACY FUND
Contract NO.PD:C0110/10**

EVALUATION REPORT



**UDF- RLC-10-401 – Strengthening access to information via community radio in
Argentina, Bolivia, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Mexico,
Peru**

Date: 22 July 2014

Acknowledgments

The evaluation team would like to thank María CIANCI and Hugo RAMÍREZ, as well as all the members of the ALER team who devoted their time and energy to organizing this mission. Their good will and professionalism contributed to its success. The evaluators would also like to thank all local radio workers and beneficiaries who participated in this evaluation process and agreed to share their thoughts and experiences.

Disclaimer

The evaluators are solely responsible for the content of this publication, which in no case can be considered to reflect the views of UNDEF, Transtec, or any other institution and/or individual mentioned in the report.

Authors

This report was written by Luisa María AGUILAR and Jaime GALARZA. Landis MacKELLAR, Evaluation Team Leader, provided methodological and editorial input. Aurélie FERREIRA, Evaluation Manager at Transtec, provided quality assurance, and Eric TOURRES is the Project Director.

Contents

- I. EXECUTIVE SUMMARY 1**
- II. INTRODUCTION AND DEVELOPMENT CONTEXT..... 5**
 - (i) The project and evaluation objectives 5
 - (ii) Evaluation methodology 5
 - (iii) Development context..... 6
- III. PROJECT STRATEGY 8**
 - (i) Project approach and strategy 8
 - (ii) Logical framework..... 11
- IV. EVALUATION FINDINGS 13**
 - (i) Relevance 13
 - (ii) Effectiveness 14
 - (iii) Efficiency 16
 - (iv) Impact 18
 - (iv) Sustainability 19
 - (v) UNDEF value added..... 20
- V. CONCLUSIONS 21**
- VI. RECOMMENDATIONS 23**

- VII. ANNEXES 25**
 - ANNEX 1: EVALUATION QUESTIONS:..... 25**
 - ANNEX 2: DOCUMENTS REVIEWED 26**
 - ANNEX 3: PERSONS INTERVIEWED 27**
 - ANNEX 4: ACRONYMS 30**
 - ANNEX 5: RADIO STATIONS PARTICIPATING IN THE PROJECT..... 31**
 - ANNEX 6: PROJECT EXECUTION BY OUTPUT 32**

I. Executive Summary

(i) Project Data

This report is the evaluation of the project entitled “Strengthening access to information via community radio in Latin America,” implemented by the Latin American Radio Education Association (Asociación Latinoamericana de Educación Radiofónica - ALER), from December 1, 2011 to November 30, 2013. The project benefited from a UNDEF grant of USD150,000 to carry out the activities and meet the objectives described below. The project was regional in scope and covered nine Latin American countries: Argentina, Bolivia, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Mexico, and Peru.

The aim of the project was to *“achieve higher levels of citizen participation, and increased interaction between citizens and authorities, in local democratic contexts, by creating spaces for information sharing between local authorities and local populations through community, popular and educational radio stations. While strengthening access to information for the most marginalized parts of the society. The project also strengthens the direct participation of these persons in creation, production and distribution of information.”*

The project strategy focused on supporting the inclusion of marginalized groups at community radio stations and encouraged the use of air time. It also put all the major issues raised by these groups on the local agenda. The project was structured around four specific outcomes: (i) Increased knowledge among marginalized groups in radio program production and media, democracy and the role of local media and freedom of speech in the local political context; (ii) Increased participation of marginalized groups in information creation, production, and distribution; (iii) Enhanced radio programming to increase interaction between local communities and local authorities; (iv) Increased cooperation among ALER community radio stations across the continent.

The project involved citizens and authorities working and living in local democratic contexts, especially the most marginalized and excluded ones. The direct beneficiaries were people who worked at ALER’s headquarters and the 17 community radio stations, their families and friends, members of marginalized local groups, especially indigenous groups and representatives of women’s groups, and, finally, representatives of the local authorities (municipalities and regions).

(ii) Evaluation Findings

The project was **relevant** to the challenges of the Latin American context, characterized by sweeping social and political changes that are opening up new opportunities for citizen participation in public policy-making. The project directly buttressed the social role of 17 community radio stations (see Annex 5) and two regional networks,¹ improving the quality of their programming and their ability to support citizen participation in which the people had a role in public policy-making and oversight. The beneficiary population was selected on the basis of ALER’s knowledge and presence in the countries of the region. The project’s 17 beneficiary radio stations operate in rural or urban areas with a heavy influx of indigenous people, and some of the stations, in highly marginalized and excluded fringe areas. The nine countries participating in the project have large indigenous populations. Through its regional intervention, the project became part of the decentralization process and the regional integration effort designed to improve local stakeholders’ ability to participate in the drafting of local policy

¹ Red Kichwa Satelital (RKS) and América Indígena en Red (AIR)

agendas. For this purpose, it created targeted training programs to address the realities of these contexts, tailoring the methodology to the needs identified in the baseline. Empowering field communicators, the majority of whom had had no prior academic training, was a basic component, as was inclusion of the gender approach in radio broadcasts, training, and the issues addressed.

The project was very **effective**, achieving excellent tangible results in the components related to training communicators and technical teams and strengthening community radio and networks. However, the intended outcomes with respect to the listening public (marginalized, indigenous, and women's groups) were too ambitious, exceeding the existing capacity to monitor achievement of the outcomes in this component. There was a flaw in the initial project design, with quantitative indicators that were impossible to utilize. The project's strengths lay in the cascade programs, which strengthened the skills of communicators and technical staff in policy analysis, integrating the rights and gender approach while simultaneously improving their technical skills.

At the regional level, greater assistance translated into support for the regional seminars and workshops. The beneficiaries commented that they had been able to meet communicators from other countries and share experiences and work techniques used in very different settings. The directors of the community radio stations noted the support offered to Equipo 2020 (Team 2020), which enhanced the institutional and strategic repositioning of ALER and its members. Production of Manual EduComunicativo [EduCommunication Manual] and the design of the trainers' training course were important for standardizing training for communicators across the continent. While it was unable to finish the online version of the Diploma course, ALER is exploring the possibility of launching that initiative in a future phase. Use of the Comrex technology in four countries has resulted in an improvement in the quality of online transmission and fostered exchanges among community radio stations across the continent.

The beneficiaries' satisfaction and usefulness of the project outputs confirm the project's **efficiency** and reveal a highly satisfactory cost-benefit ratio. ALER adopted appropriate procedures necessary for ensuring efficient technical and financial management, both locally and regionally. The coordination team received support from ALER's technical teams, leading to efficient monitoring of the activities. The reports provide detailed information for documenting the progress of the project. The quality of the materials published and the coverage achieved in their distribution were excellent. The monitoring modalities could have been supplemented with a more efficient strategic approach geared to an analysis of the impact achieved and integration of the new skills acquired into beneficiary practices. Execution milestones were generally met, except for the design and launch of the online training course. A more rigorous risk analysis would likely have prevented this dysfunction. The evaluators observed good coherence between the budget requested and its execution. The greatest investment was in regional activities, in keeping with the scope of the project, with the rest of the investment in a variety of local activities.

The evaluators observed that the project had a highly significant **impact**, both domestically and across Latin America. The project contributed to the empowerment of community radio stations and field communicators, who recognize that they have gained a greater understanding of the rights and gender approach and received tangible tools for improving the quality of their work. The role of community radio stations as information providers, educators, and important local resources was strengthened, improving their ability to assist advocacy efforts in the areas of policy-making and oversight. The beneficiaries considered the regional workshops a welcome opportunity to get to know and share experiences with other community radio stations. The workshops also enabled them to better understand the processes under way in Latin America's different contexts. At the institutional level, ALER noted the support that the project had

provided for the meetings of Equipo 2020, which enabled the NGO to reformulate its institutional vision and strategy and upgrade the skills of its regional training and facilitation teams.

ALER is in a position to provide **sustainability** to the capacity building and technical support provided to community radio stations, since the project has improved the ability of stakeholders and entities that are continuing to work in its areas of operation. The direct beneficiaries have management functions in community radio and media and mobilize activities in their communities and municipalities, where they will be able to continue to employ and replicate the skills acquired. Media teams still use the project's informational materials and publications on the right to communication, as well as the EduComunicación model. ALER's commitment to defending rights and promoting social participation and inclusiveness for indigenous communities has cemented its position as a resource for these national and regional movements, consolidating its institutional sustainability. Its relations with a number of international cooperation agencies have consolidated its financial sustainability, enabling it to provide continuity for the process under way. In terms of material resources, the greatest needs are having sufficient funds to continue holding regional meetings and ensuring the maintenance and/or replacement of transmission equipment.

The project's **value added** is its having provided alternative training opportunities for field communicators who would otherwise have had a hard time finding other opportunities to improve their technical skills and capacity for policy analysis.

Furthermore, through the regional workshops, the project has supported the joint regional drafting of the Communications Policy Proposal (PPC, for its Spanish acronym) implemented by ALER, considered by many beneficiaries to be UNDEF's key contribution.

(iii) Conclusions

- **The project furthered a relevant and participatory horizontal dynamic** in ALER and the beneficiary indigenous communities and women's groups. At the domestic and regional level it increased knowledge, access, and exercise of the right to communication and freedom of speech.

- **The project furthered closer ties between radio stations and local populations**, improving opportunities for participation in the creation, production, and dissemination of information. Procurement of the Comrex equipment and the transfer of new broadcasting technologies created spaces for interaction among community radio stations across the continent.

- **The project trained field communicators** with no academic training that were working in rural settings or urban areas with heavy influxes of indigenous migrants, as well as highly marginalized fringe areas. Through training tailored to each specific context, their skills in policy analysis, human rights vision, and technical skills in community media were strengthened.

- **The project was aimed at strengthening different levels of citizen participation**, using community radio not simply as a communication medium but as a social and political advocate. It therefore sought to gradually boost community organizing and advocacy capacity, furthering linkages with the local authorities. The absence of qualitative indicators has made it difficult to monitor the project's impact and the changes it has achieved in terms of this outcome.

Aspects that need strengthening include:

- **The need to improve the project design and the monitoring strategy** to propose a less ambitious intervention that not only plans the monitoring of activities but includes relevant indicators for the strategic monitoring of outcomes.

- **The need to adapt and/or design supplementary tools for monitoring budget execution** that standardize ALER's institutional budgetary accounting procedures and the procedures used for projects.

- **The need for a better strategy to systematize and capitalize on project outcomes** to take advantage of the lessons learned and value added generated through the initiatives carried out.

- **The need to rethink the search for alternative funding** to guarantee the continuity of regional interaction, the existence of the teams, and the replacement of members lost through turnover.

(iv) Recommendations

- **Prioritize a strategic approach in project design** that is less ambitious and more consistent with ALER's vision – one that gives priority to improving the ability of the target audience and citizens to engage in political advocacy. This component should be more explicitly defined in the outcomes and indicators.

- **Design and implement a strategic monitoring system** centered on qualitative monitoring of the processes and changes sought in the life of the beneficiary groups, fostering sustainable ownership.

- **Adopt standardized, but differentiated, financial monitoring mechanisms** for budget execution in each project and the institution as a whole.

- **Plan to better systematize and capitalize on project activities** so as to improve new advocacy strategies and further the regional process launched by Equipo 2020.

- **Finish designing the online regional trainer training course.** This element is key to strengthening the continental integration process and promoting the Communication Policy Proposal (PPC).

- **Expand the benefits of technology to the entire region,** equalizing access to the new technologies (Comrex equipment) in all participating countries.

- **Explore alternatives that further financial sustainability,** including, in the long term, national government support for civil society projects and initiatives that promote the implementation of public policies.

II. Introduction and development context

(i) The project and evaluation objectives

The “*Strengthening access to information via community radio in Latin America*” project was implemented by the Latin American Radio Education Association (Asociación Latinoamericana de Educación Radiofónica - ALER) from December 1, 2011 to November 30, 2013.² UNDEF provided a grant of US\$150,000, \$15,000 of which was retained for UNDEF monitoring and evaluation purposes. The project was regional in scope and covered nine Latin American countries: Argentina, Bolivia, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Mexico, and Peru.

The aim of the project was to “*achieve higher levels of citizen participation, and increased interaction between citizens and authorities, in local democratic contexts, by creating spaces for information sharing between local authorities and local populations through community, popular and educational radio stations. While strengthening access to information for the most marginalized parts of the society, the project also strengthens the direct participation of these persons in creation, production and distribution of information.*”

The project strategy was structured around four specific outcomes: (i) Increased knowledge among marginalized groups in radio program production and media, democracy and the role of local media and freedom of speech in the local political context; (ii) Increased participation of marginalized groups in information creation, production and distribution; (iii) Enhanced radio programming to increase interaction between local communities and local authorities; (iv) Increased cooperation between ALER community radio stations across the continent. The project strategy focused on supporting the inclusion of marginalized groups in community radio stations and encouraged the use of air time. It also put all the important issues raised by these groups on the local agenda. To procure the intended outcomes, the project adopted a variety of methodological approaches with different designs and channels of communication between the various segments of society, making it possible to adapt it to any local differences.

ALER was responsible for handling the regional dimension. The ALER sustainability, training, and research office cooperated in the formation of the coordination, monitoring, and evaluation team.

The evaluation of this project is part of the larger evaluation of Rounds, 2, 3, and 4 UNDEF-funded projects. Its purpose is to “contribute towards a better understanding of what constitutes a successful project which will in turn help UNDEF to develop future project strategies. Evaluations are also to assist stakeholders to determine whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved.”³

(ii) Evaluation methodology

The evaluation was conducted by an international expert and a national expert hired under the Transtec contract with UNDEF. The evaluation methodology is spelled out in the contract’s Operational Manual and is further detailed in the Launch Note. Pursuant to the terms of the contract, the project documents were sent to the evaluators in early May 2014 (see Annex 2).

² Project Document signed October 28, 2011

³ Operational Manual for UNDEF-funded project evaluations, page 6.

After reading and analyzing them, they prepared the Launch Note (UDF-RLC-10-401) describing the analysis methodology and instruments used during the evaluation mission to Ecuador (Quito, Latacunga, and Saquixilí) from June 9 to 13, 2014. Since project activities were implemented in nine Latin American countries, based on the UNDEF PO note, the missions were organized around two modalities: (a) A field phase in Ecuador, where ALER's headquarters is located, involving other actors who contributed to the preparation and implementation of the regional training courses. The evaluators interviewed also met with the head of Radio Latacunga in Cotopaxi Province and a representative sample of the beneficiaries; (b) A phase with remote interviews to cover six⁴ of the eight other country offices. A number of telephone or Skype interviews were conducted with the heads of local radio stations, members of the team of the training program, and beneficiaries.

(iii) Development context

As this was a regional project, general information on the Latin American and Caribbean context is provided, as well as an analysis of the context in Ecuador, the only country visited during the evaluation mission.

Economic and social panorama⁵

The year 2013 was characterized by sluggish GDP growth (2.6%) owing to a decline in the two countries most representative of the regional economy (Brazil 2.4% and Mexico 1.3%); excluding these two, growth was 4.1%, with Paraguay (13%), Panama (7.5%), and Bolivia (6.4%) boasting the highest figures. The terms of trade deteriorated due to the sluggishness of the developed economies and moderate growth of China, the destinations of the region's raw materials exports, and to an increase in the global supply of these products. Direct foreign investment grew by 5.7%, confirming the sustained growth exhibited since 2010. Unfortunately, in the past decade, expenses such as the return of earnings from this investment to the investors virtually canceled out the gains from the income.

The region's population numbers 609 million, with annual growth of 1.1%, average life expectancy of 74.3, an urban population of 78.8%, and an aging population pyramid. Poverty is declining and currently stands at 28.2% of the population, with indigence, or extreme poverty, at 11.3%. These percentages translate into 164 million people living in poverty, 66 million of whom are extremely poor. Inequity in income distribution is still a factor; however, it has declined slightly (1%). The situation of children and adolescents is still troubling; 40% (70.5 million) are poor, and 16.3% (28.3 million) are living in extreme poverty.

The average work week continues to be long (more than 40 hours per week), and there are significant differences in terms of age, sex, and type of employment. The division of labor between the sexes continues to be unequal. The wage gap between men and women persists to varying degrees, ranging from 2% to 25.1%. While the proportion of women lacking their own income between 1990 and 2010 fell faster among the poor than among the non-poor, in the period 2008-2013 it fell by barely 1.4 points (31.8% to 30.4%), a situation more accentuated in women over 60.

While the infant mortality rate has declined, the relative differences are very large, with the highest rate recorded at 12 times the lowest rate. In 15 of the 28 countries in the region, maternal mortality is higher than the regional average. Young women continue to be at a disadvantage in terms of access to and use of sexual and reproductive health resources.

⁴ Argentina, Bolivia, Colombia, Ecuador, El Salvador, Mexico, and Peru. The Coordinator from Venezuela was interviewed as part of the regional activities. The representatives of the radio stations in Guatemala and Honduras could not be interviewed.

⁵ Panorama Económico y Social de la Comunidad de Estados Latinoamericanos y Caribeños 2013, CEPAL, January 2014.

Violence against women persists in the region. While lack of information prevents the authors from stating that it has increased, domestic violence is clearly the most typical kind.

Political overview

A number of electoral processes have unfolded in 2014. To date, Costa Rica, El Salvador, Colombia, and Panama have elected presidents, and by the end of the year, Brazil, Bolivia and Uruguay will have done so as well. Except for Costa Rica, which voted for an apparent change in direction, the rest of the results can be considered a vote for continuity, each country with its own shade of difference.

Communication situation⁶

The processes under way in the field of communication have abandoned traditional ways of thinking and are sharply questioning relations between the media and the sectors that traditionally hold the power, the concentration of media ownership, and the exclusion of a wide swath of social sectors. Those who are advocating for new laws are on the side of rights and the inclusion of new stakeholders. The issue goes beyond a media focus and extends to social networks and the options created by new technologies.

“Latin America is inevitably a laboratory for communication policies, in which imported technologies and their multitude of uses combine with new regulations unusual for their openness to the participation of new social stakeholders and the amendment of codes regulating government intervention in the public sphere.”

The Ecuadorian context

Since 2007, Ecuador has been on a course toward political stability, facilitating a change in the development model. An institutional state reform process has been under way that stresses public policy-making in different spheres, communications being one of them. At first, the priority was to close equity gaps through direct government action to increase social investment, while at the same time taking action to lay the foundations for a new production system. Right now, the action centers on making profound changes in the energy grid and transforming the production model. The investment has produced a substantial increase in access to health; education; highway, airport, seaport, connectivity, and telecommunications infrastructure; and the use of renewable energy.

Some results⁷ of this process: average GDP growth on the order of 4.3%, higher than the regional average; 8% job growth, a 25% drop in unemployment, and 2.7% inflation at the end of 2013. Basic education coverage has risen from 91.2% to 95.6% and, that of secondary education, from 47.9% to 63.9%. A total of 6,698 students have scholarships to study at some of the best universities in the world. Similarly,⁸ income-related poverty has fallen from 48.3% to 32.2%, and extreme poverty from 21.25 to 12.9%, and while the average poverty among children and adolescents in the region is 40.5%, in Ecuador it is 19.5%.

In the communications sphere, the country has the Organic Communication Act. An example for understanding its significance: in July 2011, a study by students at the Universidad Central del Ecuador⁹ School of Communications showed that commercial radio stations controlled 96% of the radio bandwidth, and while 3.18% of the frequencies were allocated to public radio, just one of the private groups owned 4.3%. In this context, passage of the aforementioned law (June 2013) was not without conflict, since a key feature is its requirement that radiofrequencies be equitably distributed among private (33%), public (33%), and community media (34%), based on

⁶ Article “Medios de Comunicación: América Latina a Contramano,” by Martín Becerra, in Revista Nueva Sociedad 249, La batalla por los medios, January– February 2014, <http://www.nuso.org/revista.php?n=249>.

⁷⁷ Article in El Telégrafo, 15.01.14.

⁸ Panorama Social de América Latina, Documento informativo 2013, CEPAL.

⁹ http://integracionmonopolica.blogspot.com/2011/07/la-radio-y-la-concentracion-en-el_03.html.

the right to communication – in other words, the democratization of the media. While the legal framework is in place, its enforcement still poses a challenge.

III. Project strategy

(i) Project approach and strategy

The project sought to increase citizen participation in local democratic contexts, creating spaces for information exchange between local authorities and citizens through community and educational radio, the former also known as “popular” radio in some countries.

To this end, the project strategy has coordinated linkage of the *regional dimension*¹⁰ with *national interventions* in nine countries of the region (Argentina, Bolivia, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Mexico, and Peru).

Addressing both of these dimensions, the project sought, on the one hand, to strengthen the capacity of ALER’s member organizations (17 radio stations,¹¹ two production centers,¹² nine national coordinating offices,¹³ and thematic networks that benefited from the activities); and on the other, to upgrade the skills of field communicators working in community radio and the media, so that improving the quality of their work would increase the capacity for citizen participation among marginalized beneficiary groups, particularly indigenous communities, and women’s groups. By connecting national and regional stakeholders, the project sought to enhance the capacity of community radio and media to support the development of local policy agendas.

The project strategy was very flexible, resulting in real education processes that are out of the ordinary and tailored to the particular intervention context of each radio station. It took cultural aspects and the specific characteristics of each situation into account and fostered citizen participation at different levels. Citizens now understand that communication is a right.

Hugo Ramírez, Coordinator, Production and Programming Area and current network coordinator of ALER.

Democratization processes in Latin America differ markedly from country to country. ALER therefore designed a flexible strategy, using different methodologies and communication systems tailored to the profile of the beneficiary groups and the contexts in which the project intervened.

At the regional level, the project supported the organization of two Latin American workshops attended by representatives from both the nine participating countries and other invited countries. These events contributed to the work of Equipo 2020¹⁴ and the design of the Regional Trainer Training Diploma. These regional initiatives promoted interaction and the sharing of knowledge and experience among radio stations, members of the thematic networks,

¹⁰ The regional level includes interventions in Latin America (South America, Central America, and the Caribbean)

¹¹ See information in Annex 5 5.

¹² The production centers have no radio equipment but devise campaigns, produce radio drams, radio spots, programs, etc. Participants in the UNDE project: Grupo Comunicarte, Colombia and Asociación Voces Nuestras, Costa Rica;

¹³ The national coordination offices are comprised of community media and radio stations in each country. Nine coordination offices have benefited from the UNDEF project: FARCO, Argentina; ERBOL, Bolivia; CORAPE, Ecuador; FGER, Guatemala; ARPAS, El Salvador; RNE, Paraguay; CNR, Peru; UDECA, Dominican Republic; and IRFA, Venezuela.

¹⁴ Equipo 2020 consists of representatives of ALER’s member organizations from different countries. Its goal is to thoroughly rethink the institutional strategy going forward, up to the year 2020 – hence, the name “Equipo 2020”.

and the national community radio coordination offices of nine countries representing very different geographical contexts and situations, with highly diverse skills and work methods.

At the national level, the project benefited from the potential of community radio to create new spaces for citizen participation and bridge the gaps between marginalized groups and the local authorities.



Location of the 17 community radio stations benefiting from the project

The strategy was built on four outcomes, three of which focused largely on the local level and the fourth on regional strengthening. The first two outcomes focused on improving knowledge about the right to communication, freedom of speech, and democracy in the local context, and on upgrading technical skills for radio work. The third outcome aimed at promoting new opportunities that would enable the beneficiaries to put their new knowledge into practice, basically facilitating dialogue and interaction with other groups in society, especially

government authorities. The idea was to help beneficiary populations overcome the obstacles to accessing information and at the same time offer them opportunities to participate in the drafting of local policy agendas. The fourth outcome focused on sharing experiences and information with other populations in different parts of the continent, enabling local populations to improve the quality of their participation in decision-making through better, more complete information. Procuring the Comrex equipment enabled the beneficiaries to take advantage of new technologies to improve transmission quality and online dissemination of information across the continent.

Nevertheless, the mission observed some discrepancies between the Project Document and the strategy that was actually implemented during project execution. The PD states that the goal is to reach highly diverse beneficiary populations that are widely dispersed because of the geographic coverage defined and the quantitative indicators identified.

However, the PD identifies neither outcomes nor indicators for the project's empowerment of ALER's various stakeholders, who are the direct and priority



beneficiaries of the intervention.¹⁵ This flaw in the project design is particularly detrimental to qualitative monitoring of any effects or impacts that the project may have had. As designed in the initial document, the project was too ambitious in terms of the beneficiaries and the budget requested. The beneficiary population identified (marginalized groups, indigenous communities, and women's groups, the definitive audience of the radio broadcasts) is so large as to make it virtually impossible to measure outcomes. In reality, the project strategy gave priority to empowering the direct beneficiaries, achieving very positive tangible results. While these results, in turn, have had a positive impact on the indirect beneficiary groups, that impact is harder to measure. The project did not specify any tools for monitoring the indicators mentioned in the PD. Moreover, an exercise of this nature would have been well beyond the team's capacity to carry it out. (This information will be analyzed more thoroughly in Chapter IV of this report).

According to conversations with the coordination team, this flaw in the project design appears to be related to the English translation of the original proposal. A comparison of the translation with the Spanish text of the project submitted reveals the difference.

Training seminar, National Radio Coordination Office (CNR), Peru

¹⁵ Community radio stations, field communicators; production centers, national community radio coordination offices, and thematic networks.

(ii) Logical framework

The table below presents the project intervention logic: its activities, intended outcomes, objective, and the development objective pursued.

Activities	Intended outcomes	Project objective	Development objective
<ul style="list-style-type: none"> • Development of the baseline, with the participation of eight community radio stations. • Design of an onsite training course (originally planned as online), including three modules: political science, education, and communication science. • Programs to raise awareness and improve knowledge (357 radio forums, 111 radio dramas, spots, and other formats) on the role of the media, freedom of speech, and democracy in the 17 local radio stations where the project operates. • Organization of 105 local workshops, in cascade, on issues related to raising civic awareness. • Preparation of supporting materials. • Implementation of an educational campaign on the role of the media and freedom of speech. • Satisfaction survey of beneficiary groups. • Online publication of “Manual EduComunicativo.” • Organization of 348 programs to raise awareness and provide technical training in radio programming (creation, production, distribution, and regional exchange). Production of thematic materials. • A Latin American seminar on radio programming for 17 participants from community media. • Creation of 458 communication forums fostering interaction between marginalized groups, the 	<ol style="list-style-type: none"> 1. Increased knowledge among marginalized groups about radio program production and media, democracy, and the role of local media and freedom of speech in the local political context. <i>A total of 2600 persons have been trained, 154 in each of the participating radio stations. Teaching materials evaluated, adapted, and distributed to the 17 beneficiary radio stations. 250,000 citizens informed about citizen participation, democracy, and freedom of speech.</i> 2. Increased participation of marginalized groups in the creation, production, and distribution of information. <i>Local populations informed, participate, and discuss issues of community interest (water and environmental management, gender, violence, electoral processes, and rights) with their local authorities. Community radio stations better able to produce materials and radio programs to raise community awareness.</i> 3. Radio programming enhanced to increase interaction between local communities and local authorities. <i>Beneficiary groups better able to</i> 	<p>The project aims at achieving higher levels of citizen participation and greater interaction between citizens and authorities in local democratic contexts by creating spaces for information sharing between local authorities and local populations through community, popular, and educational radio stations. While strengthening access to information for the most marginalized parts of the society, the project also strengthens the direct participation of these persons in the creation, production, and distribution of information.</p>	<p>Contribution to improving opportunities for citizen participation in marginalized groups, indigenous communities, and women’s groups in nine Latin American countries.</p>

IV. Evaluation findings

(i) Relevance

From the interviews conducted as part of the evaluation, the evaluation team observed several relevant project components:

- At the regional level, the project objectives addressed the unmet needs and challenges of a Latin American context marked by sweeping institutional reforms and social and political change. These processes have created new spaces for participation, encouraging citizen involvement in public policy-making. The project heightened the social role of community radio by improving its programming, disseminating information about rights, promoting dynamics that improve citizens' capacity to put forward new ideas and organize to monitor public policy development and implementation.
- By prioritizing the intervention in 17 local community radio stations in nine countries in Latin America, the project was part of the decentralization process aimed at strengthening local stakeholders' capacity to participate actively in proposing local policy agendas. To this end, the project took two practical aspects of fundamental importance into account: one, that community radio exists to ensure that the information reaches the public; and two, that the way the information reaches it must be tailored to their understanding.
- Promoting Latin American forums for interaction and joint efforts between community radio stations and the indigenous movement was part of the regional integration process. The brainstorming fostered by Equipo 2020 yielded ideas about the role of communication in regional integration that translate into concrete action through ALER's linkage with UNASUR and SG-CAN.
- The project was implemented at a time when several countries in Latin America (Argentina, Ecuador, and Bolivia) had recently passed a new communication law and others were in the process of negotiating and amending existing legislation (El Salvador). The project facilitated the presence of community radio in these forums, as in the case of CORAPE's participation in Ecuador and ARPAS' participation in El Salvador.
- The selection of the project's nine countries and 17 beneficiary community radio stations was highly relevant to the social, political, and cultural context and the needs of the stakeholders and beneficiary populations. Most of the countries that participated in the project have large indigenous populations; Honduras had just experienced a coup (2009), so it was necessary to reinforce radio opportunities for citizen participation; El Salvador needed to strengthen political dialogue in the drafting of its communication law. The project's 17 beneficiary radio stations operated in rural areas or urban zones marked with a heavy influx of indigenous migrants; and some, in highly marginalized and excluded urban fringe areas.
- The project developed training tailored to the realities of these contexts, basing its methodology on the needs identified in the baseline. It addressed the need to



Group work session. Workshop in Peru.

professionalize field communicators, an activity that, in some cases, was mandated by the current communication law.

- The project sought to further equal participation by men and women at the local level, adopting a cross-cutting gender approach in radio productions, training, and the topics addressed. Women participated in most of the community activities; however, few were able to take advantage of leadership opportunities, assume leadership positions, or participate in decision-making.

(ii) Effectiveness

The project had its origins in the mandate from ALER's General Assembly (2009) which decided to prioritize the strengthening of its thematic networks. Consequently, ALER identified stakeholders that wished to participate in the project and met the eligibility criteria. It selected 17 local radio stations in nine countries and two of the 12 thematic networks that operate in ALER¹⁶: Red Kiechwa Satelital (RKS) and América Indígena en Red (AIR).

The project yielded excellent tangible results in terms of training communicators and technical teams and strengthening community radio and the networks, achieving a highly satisfactory degree of effectiveness in these components. However, it did not adequately address the



Training workshop in Bolivia

this level. Nonetheless, strengthening community media likely had a positive impact on the indirect beneficiaries.

outcomes pursued in terms of the listening audience. In defining the baseline, which focused on an analysis of the information available in ALER's databases and direct contact with the 17 participating radio stations, it was shown that interaction between the population/local authorities and local radio stations in the districts where the project operated was very limited. The indicators developed on the basis of that information were so ambitious as to exceed the existing capacity to monitor outcome achievement at

Through the cascade programs, communicators and technical staff learned new ways of analyzing the contexts and problems of local communities, adopting a gender- and rights-based approach while improving their technical skills and everyday practices. This aspect of the project was much appreciated by the beneficiary communicators, since the vast majority of them work at the radio stations as volunteers who are highly committed but have not had the opportunity to obtain a university education or academic training in communication. The beneficiaries interviewed stressed that the training had enabled them to further communication processes in their communities, creating open forums for interacting with the authorities and other organizations and movements and lending visibility to the indigenous world. While the outcomes were not identical in all contexts, many of the radio stations reported that they had managed to enlist the participation of the mayor, the Church, government authorities, etc. They valued the

¹⁶ Red Informativa Continental (RIC), Red Kiechwa Satelital (RKS), Red Intercultural Amazónica de Radios (RIAR), Red de Migración y Comunicación (RMC), Red de Formadores en Comunicación (ELFOs), Red de Educación y Comunicación (REC), América Indígena en Red (AIR), Red Joven ALER (RJA), Red de Sonidistas (RS), Red de radios Mayas (RRM), Red de Evangelización y Comunicación (EVA), Iniciativa Panamazónica de Comunicación (IPC).

knowledge that they had gained, which has enabled them to make arguments and better position themselves on political issues; and, in some cases, they said that they were in the advocacy stage, drafting proposals and moving beyond stages more focused on denunciation and the redress of grievances. Women became multipliers in their communities, encouraging the participation of women’s groups. Most of the statements taken confirm women’s interest and presence in the various initiatives, although they acknowledge the obstacles to women’s involvement in decision-making. Radio Latacunga’s former producer, who is currently the Executive Secretary of the Autonomous Provincial Government of Cotopaxi’s Technology Area, was the only female candidate for Councilman in the section elections. She ran for office thanks to support from the women in her community, who urged her to run; even though she did not garner enough votes to win the election, she values the experience and confirms the need to continue increasing women’s presence at the local level.

Concerning the assistance offered to radio stations, four countries (Mexico, Guatemala, El Salvador, and Colombia) received Comrex equipment, which qualitatively improved coverage of the online radio broadcasts and fostered interaction among community radio stations across the continent. It should be noted that at the start of the project, the baseline indicated that only one radio station had this technology and that the majority of the stations knew little or nothing about its use. This contribution of the project was extremely positive, since the workshop in Guatemala trained all the participants in the use of this technology. The possibility of gradually expanding it to all the countries that need it should be explored.

At the regional level, the project benefited from ALER’s organized presence in the countries of the region. The meetings that were held contributed to progress in the production of priority radio programming through information about the Good Living Plan and to the sharing of experiences, issues, and work materials by community radio stations in the different local contexts. The participants emphasized the contribution of the cascade programs, which had enabled them to learn about types of community radio with very different profiles and discover that the situations and problems are actually quite similar, and also about different ways of handling these situations. Many of the beneficiaries commented that this was the first time they had had an opportunity to represent the radio station in a regional forum. The purpose of one of the regional meetings held in Ecuador was to lend support to Red Kiechwa Satelital (Kiechwa Satellite Network), helping to strengthen the identity and improve the organizing skills of the Quechua and Kiechwa peoples in their fight against exclusion and poverty.

People must participate. Their needs are many, and if they can get better organized in their neighborhoods and organizations, we can contribute to the development of our “Good Life” program.
Yolanda Pilar Choque, Chair, Red Quechua Committee of Bolivia

The regional workshop “Rights of Indigenous Peoples and Networked Radio Broadcasting,” held in Quito, Ecuador, in May 2013, was attended by 17 representatives of the radio stations involved in the project and other guests from Venezuela and Chile. The purpose of the workshop was to strengthen the agreements for managing América Indígena en Red (AIR) and bring them into line with the political initiative to promote communication for the Good Living Plan to connect América Indígena en Red and social organizations and get them involved. Many of the participants considered this the project’s most significant contribution, since it promoted an entity for collective brainstorming (Equipo 2020) with a strategic vision of the problems and challenges going forward. Drafting the Communication Policy Proposal (PPC) should strengthen the institutional repositioning of ALER and its membership, given the social and political changes under way in Latin America.

The project gave high priority to the design of Diploma 1: At the center of a New Era: Radio Communication – Where is it heading? : An academic inquiry into the question.” This course targeting radio broadcasters and other communicators through learning communities was initially conceived as an online course that would have been a very useful training tool, accessible notwithstanding the distances. Unfortunately, the agreements with the Latin American Social Studies Institute (FLACSO) and Universidad Andina Simón Bolívar that ALER had initially planned for never materialized, because the institutions were unable to provide the academic support requested. Universidad Andina does not offer distance education, only graduate-level courses; it therefore could not admit students with no university training. Furthermore, the National University Policy included new requirements for the accreditation of university programs leading to a diploma. Consequently, the course was designed but offered only in an on-site format. ALER is looking into alternatives to solve this problem and intends to design an accredited regional curriculum. Since only five of the 38 universities in Latin America that once had “communication for development” programs still do, such an initiative would be extremely relevant and necessary.



Debriefing with the UNDEF project coordination team.

Finally, the project has produced many materials and widely distributed them electronically; they include the EduComunicativo manual, which addresses such relevant issues as the Good Living initiative; community and indigenous justice; indigenous, campesino, intercultural, and afro values; the exercise of rights; and climate change; in addition to technical issues and tools to approach issues more effectively through radio.

(iii) Efficiency

ALER’s local and regional management of the project was both transparent and effective. As a Latin American NGO, it has a direct presence through its radio affiliates in South America, Central America, and the Caribbean, facilitating effective coordination of the project’s human resources in the nine participating countries. General management of the project was handled by ALER’s Executive Secretariat in Quito, Ecuador. The coordination team received support from ALER’s “Training and Research” and “Sustainability and Management” Areas. There was continuous communication with the heads of the community radio stations in the nine countries, ensuring agile, effective coordination. The technical teams met regularly to monitor the execution of project activities and explore any necessary adjustments.

Communities listen to that medium. Recording booths were opened and local reporters named. Without radio, we would have a very hard time communicating, because our bosses expect to receive the agenda and information via radio.

Ernesto Jami, President, Movimiento Indígena Jatarishun, Saquisilí Canton, Cotopaxi Province

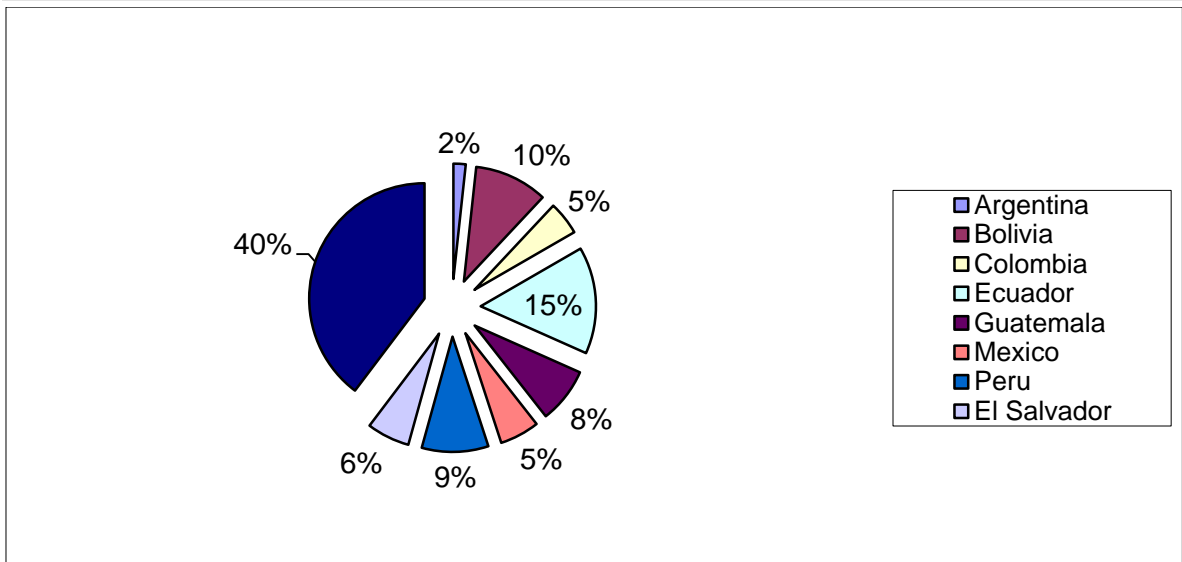
In addition to its stability and professional competence, the coordination team has for years been committed to local communities and the indigenous movement. While community radio management teams are for the most part stable, ALER notes that turnover among technical teams and producers, most of whom are volunteers, is a problem.

Although national and regional management mechanisms have helped keep project monitoring permanently up-to-date, the evaluation team believes that certain aspects could have been

improved with a more efficient strategic approach. On the one hand, monitoring procedures focused on the execution of activities, rather than the outcomes achieved or the application of the material taught to the beneficiary stakeholders' practices. Such an approach would have permitted better assessment of the extent to which training translated into benefits at both the institutional (community radio and media) and community level. This was compounded by the inability to use the logical framework as a monitoring tool, since the indicators in the PD were inconsistent with the project strategy. This flaw was partially responsible for the conclusions about the project's efficiency. However, the periodic reports provide detailed information on the activities carried out. The project also produced a series of publications and materials documenting its activities (see list in Annex 2).

The project milestones were generally met, with no major changes in the initial timetable, except for the design of the online training course. A more rigorous risk analysis would probably have prevented this dysfunction. As explained in the preceding section (Effectiveness), first, the design of the course had to be postponed; and ultimately, it could only be offered in the on-site format. Despite this problem, achievement of the project objective was clearly visible in the field interviews. Considering the variety and quality of the project activities carried out in the nine countries and the region with a budget of US\$135,000, one can conclude that the cost/benefit ratio is satisfactory and well-justified.

As for direct financing of the programmed initiatives, the evaluators found good coherence between the budget requested and its execution. The larger budget lines are allocated for training and workshops (30.7%) and the engagement of services (24.8%); this is consistent with the project's objective, which is centered on upgrading skills. Procurement of the Comrex equipment represented 14.6 % of the budget. The initial plan was to purchase 10 sets of equipment (for five countries, since they operate in pairs); however, an increase in the price of the equipment made it necessary to reduce the purchase to 8 sets for four countries. As seen in the table below, the largest investment was in regional activities, in keeping with the scope of the project, and the rest, in local activities. Variations in budget allocation are related to the types of activities, which depend on the specific needs of each country's context.



Budget execution, by country

Annex 6 shows that 10 of the 11 outputs were achieved at the levels programmed, displaying efficiency in physical achievement in relation to what had been programmed. However, budget execution for 9 of these outputs reveals under- and over-execution, with ranges of greater than

+/-20%. This indicates that while there was strength in the definition of activities that should lead to the generation of the outputs, there was considerable weakness in the respective budgeting.

Since there is user satisfaction with the project outputs, project execution can be considered efficient; however, budgetary performance should raise a red flag and serve as a lesson that good budgetary planning contributes to better resource use.

(iv) Impact

The evaluation mission observed highly significant project contributions at the local, national, and regional. The project's effects and impact varied widely, since they were heavily dependent on the particulars of each context and the types of initiatives in the beneficiary countries. However, interviews with the heads of community radio stations and the beneficiaries reveal some common effects, listed below:

- Project support for community radio stations enhanced their socializing and educational role in citizenship building. Greater citizen participation in the analysis of major issues affecting their communities (water, mining, desertification, the environment, etc.) have led to citizen involvement in the drafting of public policies and the construction of a framework for defending and exercising their rights.
- The role of community radio as monitor has been strengthened. Communities that have an opportunity to discuss the issues and matters that affect them have an opportunity for oversight and monitoring that enables them to observe how governments are exercising their responsibilities and how public authorities account to the citizenry for their performance.
- Local authorities have been engaging with community media through the participation of representatives of the decentralized governments or through parish boards, city halls, or churches. Taking advantage of the fact that the new Communications Act requires the authorities to be accountable to the public, community radio has been able to create and strengthen opportunities for interaction and intermediation between civil society stakeholders, citizens, and the authorities.
- At the same time, community radio stations have become important community resources as information and education providers. By creating opportunities for information, they have enabled communities develop better-informed public opinion. The indigenous movement, whose history has been marked by resistance and the lodging of grievances, is gradually being strengthened in terms of its organizing skills and capacity for constructive action.
- The upgrading of communicators' skills was one of the contributions highly valued by the beneficiary groups. The opinions garnered from the interviewees emphasize the opportunity they had to obtain information and training tailored to their particular communication needs and practices. At the same time, they recognize that their understanding and receptiveness to the rights and gender approach has increased with the acquisition of specific tools that have enabled them to improve the quality of their work.
- The project's greatest impact at the regional level came from providing opportunities for the beneficiaries to get to know one another and for analysis and the sharing of experiences with other radio stations through regional meetings. Many of the

I never imagined I would be a candidate in Tamillio, but the community wanted a woman to run for office and chose me. Although I didn't want to at first, I finally accepted, and I'm very glad I did, even though I didn't win. It was a very gratifying experience and I learned a lot.

Hilda Toaquiza, Communications Director for the Indigenous Movement of Cotopaxi, candidate for Councilman in the section elections and Executive Secretary of the Autonomous Provincial Government of Cotopaxi's Technical Area.

communicators interviewed considered the opportunity to analyze the situation and experiences of other countries a very positive tangible result.

- ALER notes that, internally, the project's support for the Equipo 2020 meetings made it possible to put its long-term vision and institutional strategy into perspective. These meetings also served to improve the skills of the regional trainers and facilitators involved in the institutional review process.

(iv) Sustainability

The seriousness of its work and solid institutional track record have made ALER a well-respected organization with a growing influence on society since 1972, earning it an important place as an intermediary and resource for indigenous communities and other movements and organizations working to defend rights and promote participation and social inclusion both nationally and regionally. ALER's relations with various international cooperation agencies and other funding sources have helped consolidate its institutional sustainability.

As a result, at project's end, ALER is in a position to lend continuity to the technical assistance provided to community radio, since the project supported and strengthened the capacity of existing structures and forums.

In the institutional and technical sphere, upgrading field communicators' skills in terms of the rights approach and political analysis of their intervention contexts, as well as improving their practices and encouraging the use of specific tools in their professional work, are an important component of sustainability. The direct beneficiaries are in positions of authority in the community radio stations and media where they work, and in most cases manage mobilization activities in their own communities and municipalities, where they will be able to continue applying and replicating the lessons learned. This multiplier effect is also a very important sustainability factor.

Through the interviews, the evaluation mission observed that both the professionals and the project's beneficiary radio stations have work plans and are continuing to produce and broadcast their programs. Such is the case, for example, of Radio Sensunat in El Salvador, which is committed to putting the right to communication and the benefits of having the amended Communication Act on the public agenda; or Radio Yaravi, in Peru, whose programs cover issues of interest to the local audience, such as its involvement in drafting the participatory budget, water management, and monitoring enforcement of the Public Safety Act.

Radio enables me to look at where I'm going, what I want to contribute; to discover that there are development alternatives that we can promote through community radio.

Rocío Elisabeth Humanacondor, Radio Santo Domingo, Chimbote, Peru. Facilitator for Latin American workshops

The production of informational materials and publications on the right to communication and the EduComunicación model could be used for future activities.

Finally, the project's support to Equipo 2020 in developing the continental integration process and the Communication Policy Proposal (PPC) increased opportunities for regional interaction and brainstorming, which unquestionably strengthened the strategic review by ALER and its member organizations.

Financial sustainability is generally guaranteed by the fact that ALER has sufficient human and material resources to provide continuity for the process under way. ALER's is most interested in having sufficient funds to continue supporting regional workshops among communicators, which

fuel brainstorming about the changes occurring across the continent and at the same time foster the sharing of experiences and communication practices. Moreover, the organization needs the necessary resources to meet the demand from community radio stations, especially for the maintenance and/or replacement of transmitters. Some stations already have institutional contacts, which contributes to the sustainability of their activities. This is true, for example, of Radio Latacunga. Others have income from advertising. Many have fewer resources and need support to ensure the sustainability of their activities.

(v) UNDEF value added

The essential value added contributed by the project lies in two basic and complementary factors. First, with respect to the 17 beneficiary radio stations, the project empowered the field communicators, who without access to this training alternative would have had a hard time finding other opportunities to improve their technical skills and capacity for policy analysis. Second, with respect to Latin America, the project supported several of Equipo 2020's interregional workshops on prospective strategic analysis of the challenges posed by the new processes and situations sweeping the continent. ALER and the beneficiary groups have a very positive opinion of the UNDEF project's support for the cooperative regional drafting of the Communication Policy Proposal (PPC). Participants from the various countries state that meeting members of other indigenous communities and other countries of the region (in many cases for the first time) was a highly constructive experience. Sharing different experiences and work approaches has enriched them and taught them about the diversity of social, political, and cultural contexts in Latin America.

Given the diversity of stakeholders and processes in the Latin American countries, we must think about how to create more pluralistic and professional radio programming, without forgetting that radio stations provide discussion, news, and opinion, and do not proselytize.

Adalid Contreras, professor at Universidad Andina Simón Bolívar, former Secretary-General of SG-CAN.

V. Conclusions

The main conclusions and lessons learned observed by the evaluation team can be summarized in the following points:

(i) The project furthered a highly relevant and participatory horizontal dynamic between the radio stations, production centers,¹⁷ and national coordinating offices of ALER,¹⁸ and in indigenous communities and the beneficiary women's groups. This has improved stakeholders' capacity to organize and created spaces for democratic participation at the national and regional level. Via the rights approach, the project has increased knowledge, access, and exercise of the right to communication and freedom of speech. This conclusion follows from the findings on relevance, effectiveness, and impact.

(ii) The project strengthened the ties between radio stations and local populations, increasing opportunities for participation in the creation, production, and dissemination of information. To this end, 17 radio stations were empowered, and small community media were created at the local level. In addition, procurement of the Comrex equipment (for Mexico, Guatemala, El Salvador, and Colombia) and the transfer of new broadcasting technologies improved opportunities for exchange among community radio stations across the continent and the quality of those exchanges. This conclusion follows from the findings on efficiency, effectiveness and impact.

(iii) The project trained field communicators who do not necessarily have a university education and who work with highly marginalized and excluded populations. The project's 17 beneficiary radio stations operate in rural areas or urban districts with large inflows of indigenous migrants – some of these districts in highly marginalized urban fringe areas. The project developed training tailored the realities of each context and the needs identified in the baseline. The communicators' capacity for policy analysis, vision of rights, and technical skills in community media was strengthened. This conclusion follows from the findings on relevance, effectiveness, sustainability, and value added.

(iv) The project was aimed at strengthening different levels of citizen participation, supporting the creation of open spaces for interaction between citizens and the authorities. To this end, community radio was used not only as a communication medium but as a social and political protagonist. Marginalized groups used it to voice their concerns, opinions, and ideas, assuming a more active role as social stakeholders committed to improving the situation of their communities. These processes should gradually improve communities' ability to organize and engage in advocacy. In this linkage with local authorities, the project could have strengthened alliances with other strategic stakeholders working with the same beneficiary groups and thereby improve community advocacy. In this component, the project did not qualitatively measure the effects and changes wrought, since the indicators defined were found not to be relevant for this purpose. This conclusion follows from the findings on efficiency, sustainability, and impact.

¹⁷The production centers do not have radio transmitters but conduct campaigns and produce radio dramas, spots, programs, etc.

¹⁸ The national coordination offices are made up of the community media and radio stations of each country. Nine of these offices have benefited from the UNDEF Project.

The evaluation team would also like to point out a number of aspects that need improvement:

(v) ***The need to improve project design and monitoring strategy.*** The project turned out to be too ambitious (17 radio stations in 9 countries) for the budget requested. While the team's monitoring of activity execution was excellent, its strategic monitoring was inadequate. The indicators identified are largely unmeasurable, which poses problems for gauging efficiency. This conclusion follows from the findings on efficiency and impact.

(vi) ***The need to adapt and/or design supplementary tools for monitoring budget execution.*** These mechanisms should make it possible to standardize ALER's general accounting procedures with those used in each project. This would facilitate more accurate measurement of the efficiency achieved. This conclusion follows from the findings on efficiency and impact.

(vii) ***The need for a better strategy to systematize and capitalize on project outcomes.*** The evaluation team observed the need for an institutional strategy to take greater advantage of the good practices developed by this and other ALER projects so as to capitalize on the lessons learned and value added. To ensure that the systematization methodology fully considers the life experiences of the beneficiaries, it is important to select the most appropriate media, which do not necessarily include written material. This conclusion follows from the findings on sustainability and impact.

(viii) ***The need to improve the skills of human capital to boost community media's advocacy potential.*** Due to the circumstances, the project was unable to complete the design of the online trainer training course. Offering this course could help create a regional platform for professionalizing community media heads and communicators. Furthermore, given the different countries involved in the process and the tremendous opportunity offered by Equipo 2020's joint strategic initiative, it would be worthwhile to reconsider launching this initiative. This conclusion follows from the findings on efficiency and impact.

(ix) ***The need to rethink the search for alternative funds.*** This is one of the concerns on Equipo 2020's agenda, from the standpoint of ensuring the continuity of the regional workshops and national and regional processes. While much of the communicators' work is on a volunteer basis, equipment maintenance and replacement, as well as the organization of the regional and national workshops require adequate, stable funding. This conclusion follows from the findings on sustainability.

VI. Recommendations

After analyzing the lessons learned and the suggestions made and problems noted by the stakeholders involved in the project in the participating countries, the evaluation team has a number of recommendations that could improve the implementation of a strategic approach more consistent with ALER's institutional objectives. To this end, the team proposes the following:

(i) **Prioritize a strategic approach in project design** that is less ambitious and more consistent with ALER's vision—one that enables community radio to carry out more efficiently its direct work with the audience. If empowering citizens to engage in advocacy and effectively interact with the authorities is considered a key strategic line of action, this component must be more explicitly defined in the project outcomes and indicators. Such an approach could help maximize activities to improve relations between marginalized groups and the local authorities, transitioning these groups from a strategy emphasizing denunciation and the redress of grievances to negotiation and positive interaction. (See Conclusion iv).

(ii) **Design and implement a strategic monitoring system** centered not only on monitoring the execution of activities but on indicators for monitoring the changes and processes sought from the project. Such an approach should help determine the extent to which the activities and processes promoted translate into significant changes in the lives of the beneficiary groups and foster more sustainable ownership. Monitoring could thus help improve efficiency. It would also further ongoing consolidation of processes and progress. (See Conclusions iv and v)

(iii) **Adopt standardized, but differentiated, financial monitoring mechanisms** for budget execution in each project and the institutional budget as a whole. Given ALER's wide range of projects, there is a clear need to promote the design and use of tools that facilitate monitoring of budget execution by outputs to optimize strategic analysis of the efficiency achieved. (See Conclusion vi)

(iv) **Plan to better systematize and capitalize on the activities carried out** to strengthen new, diversified advocacy strategies for each target group that will help consolidate spaces for citizen participation. The Equipo 2020 exercise is a real opportunity to capitalize on the good practices and impact achieved through the project's approach, which was to enhance the social role of community media to strengthen the organizing capacity and participation of citizens in the marginalized beneficiary communities and groups. (See Conclusion vii)

(v) **Finish designing the regional virtual trainer training course**, which is key to strengthening the regional integration process and promoting the Communication Policy Proposal (PPC). Based on a global analysis and brainstorming on the social, political, and cultural context of the different Latin American countries, this course could make a real contribution to professionalizing field communicators who work in radio stations and production centers. At the same time, it would be an opportunity for developing and sharing communication

approaches, experiences, and practices, whose benefits would result in greater citizen empowerment among marginalized beneficiary communities and groups. (See Conclusion viii)

(vi) Expand the benefits of the new technologies to the rest of the region. Given the improvement in the quality of radio coverage and transmission obtained with the procurement of the Comrex equipment for Mexico, Guatemala, El Salvador, and Colombia, it is important that the same access to these technologies be provided to all participating countries in the region. (See Conclusion ii)

(vii) Explore alternatives that foster financial sustainability. There is clearly a need to intensify the use of diversified measures in searching for alternative financing to complement the funding from international cooperation. In the long term, this could include national government support for civil society projects and initiatives that promote the implementation of public policies. (See Conclusion viii)



Regional workshop “Rights of Indigenous Peoples and Networked Radio Broadcasting,” Quito, Ecuador, May 2013.

VII. ANNEXES

Annex 1: Evaluation questions:

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<ul style="list-style-type: none"> ▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context? ▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? ▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<ul style="list-style-type: none"> ▪ To what extent have the project's objectives been reached? ▪ To what extent was the project implemented as envisaged by the project document? If not, why not? ▪ Were the project activities adequate to make progress towards the project objectives? ▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<ul style="list-style-type: none"> ▪ Was there a reasonable relationship between project inputs and project outputs? ▪ Did institutional arrangements promote cost-effectiveness and accountability? ▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	<ul style="list-style-type: none"> ▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address? ▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative? ▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization? ▪ Is the project likely to have a catalytic effect? How? Why? Examples?
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	<ul style="list-style-type: none"> ▪ To what extent has the project established processes and systems that are likely to support continued impact? ▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?
UNDEF value added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	<ul style="list-style-type: none"> ▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc.). ▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?

Annex 2: Documents Reviewed

Project Documentation:

- (i) PO Note - UNDEF;
- (ii) Initial project document,
- (iii) Mid-term and Final narrative reports submitted by ALER;
- (iv) FUR2;
- (v) MVR3;
- (vi) Milestone Disbursement Schedule (31th May 2013);
- (vii) Milestone Disbursement Schedule (30th Nov 2013);
- (viii) Milestone Verification Mission report, Byron Chamorro (23 May 2012);
- (ix) Website: <https://www.aler.org>
https://www.takebackthetech.net/local_actions/asociacion_latinoamericana_de_educacion_radiofonica_aler

Materials published during project execution:

- (i) Baseline Document;
- (ii) Manual EduComunicativo, ALER;
- (iii) Training Course;
- (iv) Report on workshop in Ecuador, Evaluation (May 2013);
- (v) Report on workshop in Ecuador (May 2013);
- (vi) Report on workshop in Guatemala (April 2013);
- (vii) Survey Results and Conclusions (2013);
- (viii) Report on number of radio programs, forums, and dramas (1);
- (ix) Report on number of radio programs, forums, and dramas (2);
- (x) Report on number of radio programs, forums, and dramas (3);
- (xi) Workshop materials 1;
- (xii) Workshop materials 2;
- (xiii) Workshop materials 3;

Other documents:

- Registro Oficial, Ley Orgánica de Comunicación, Quito, 25 de junio de 2013.
- Constitución del Ecuador 2008, Derechos del Buen Vivir;
- Plan Nacional del Buen Vivir 2013-2017;
- Gobierno Nacional de la República del Ecuador, Informe sobre el cumplimiento del consenso de Quito, 2010;

Annex 3: Persons Interviewed

June 8, 2014	
Arrival, international consultant	
<i>Evaluation Team meeting</i>	
Luisa María Aguilar	International Consultant
Jaime Galarza	National Consultant
June 9, 2014	
María Cianci Bastidas	Project and Training and Research Coordinator, ALER
Hugo Ramírez	Coordinator, Production and Programming Area and current network coordinator, ALER Equipo 2020 facilitator
Luisa María Aguilar	International Consultant
Jaime Galarza	National Consultant
June 10, 2014	
Gissella Dávila	Executive Secretary of Coordinador de Radios Populares y Educativas del Ecuador (CORAPE) Member of ALER's Board of Directors
Sandy Chávez	Coordinator of Línea Informativa de la Red Kiechwa Ecuador, member of CORAPE Coordinator of the National Seminar held in Ecuador
Adalid Contreras	Universidad Andina Simón Bolívar Former Secretary-General of the Andean Community of Nations (SG-CAN)
Saly Burch	Executive Director, Latin American Information Agency (ALAI)
Alex Llumiquinga	Coordinator, Technical and Technology Development Area (DTT), Officer in charge of overseeing and coordinating use of the Comrex equipment
Anaité Vargas	Coordinator, Sustainability Area, ALER; Officer in charge of monitoring the project's activities
June 11, 2014	
<i>Travel to the city of Latacunga and Saquixilí Canton in Cotopaxi Province</i>	
Eduardo Guerrero	Director of Radio Latacunga, member of the CORAPE Board of Directors
Marlene	Operator, Member of the Radio Latacunga technical team
Julio César	Director of FM Programming, Member of the Radio Latacunga technical team
Alberto	AM Programming, Evangelization program; member of the Radio Latacunga technical team
Miguel	Officer in charge of the sports space (physical space and air time rented by Radio Latacunga to a private operator)
Santiago	Producer in Kiechwa
Yoconda	Head of the Secretariat, Member of the Radio Latacunga management team
Pili	Head of Administration, Member of the Radio Latacunga management team Head of the children's program.
Hilda Toaquiza	Former producer for Radio Latacunga

	Candidate for Councilman in the section elections Head of communications in Movimiento Indígena Executive Secretary, Technology Area, Autonomous Provincial Government of Cotopaxi
<i>Visit to Saquixilí Canton in Cotopaxi Province</i>	
Ernesto Jami	President, Movimiento Indígena Jatarishun
Neptalí Guaspi	Treasurer, Movimiento Indígena Jatarishun
<i>Return to Quito</i>	
June 12, 2014	
Amparo Villacís	Head of Administration and Finance, ALER
Nelsy Lizarazo	Former Executive Secretary of ALER, Representative of Pressenza, International Press Agency, in Ecuador
Isabelo Cortez	Press Chief and current coordinator of ALER's Advocacy Area Former member of Radio Sensunat, in El Salvador
Hugo Ramírez	Coordinator, Production and Programming Area and current network coordinator, ALER Equipo 2020 facilitator
June 13, 2013	
<i>End-of-mission meeting</i>	
María Cianci Bastidas	Coordinator of the project and Training and Research Area, ALER
Hugo Ramírez	Coordinator of the Production and Programming Area and current network coordinator, ALER Equipo 2020 facilitator
Alex Llumiquinga	Technical Coordinator, and Coordinator of the Technical and Technology Development Area (DTT), In charge of overseeing and coordinating use of the Comrex equipment
Anaité Vargas	Coordinator of the Sustainability Area, ALER Officer in charge of monitoring the project's activities
Luisa María Aguilar	International Consultant
Jaime Galarza	National Consultant
SKYPE CONTACTS	
June 16, 2013	
Virgilio Carranza	Director, Radio Coremarca, Cajamarca; Participant in América Indígena en Red (AIR) activities, in May 2013, Peru
Andrés Javier Mamani	Director, Radio Yaraví, Arequipa, Peru.
Dora Muñoz	Radio Payumat, participation in radio productions, Cauca, Colombia
June 17, 2013	
Carlos Manuel Alaña	Equipo 2020 facilitator, IRFA, Venezuela Participant in curriculum design for the 2012 Diploma
Yolanda Pilar Choque	Cadena Pío XII, Participant in the activities of RKS, RQB and radio productions, Potosí, Bolivia
Liliana Lizondo	Radio La , indigenous voice of Tartagal. Participant in the activities of América Indígena en Red (AIR), in May 2013 and in radio productions, Salta, Argentina
Nadia Castañeda	Radio Huayacocotla "the campesinos' voice";

	Participant in the activities of América Indígena en Red (AIR), in May 2013, Mexico
June 19, 2013	
Rocío Elisabeth Humanacóndor	Radio Santo Domingo, Chimbote, Peru. Participant in the activities of Equipo 2020 and Encuentro 2012 and facilitator of the Latin American workshop 2013, held in Ecuador
June 20, 2013	
Orfa Arévalo	Radio Sensunat, participant in radio productions in El Salvador. Participant in the Latin American workshop 2013, held in Ecuador

Annex 4: Acronyms

AIR	América Indígena en Red
ALAI	Latin American Information Agency
ALER	Latin American Radio Education Association/Asociación Latinoamericana de Educación Radiofónica
ARPAS	Asociación de Radios y Programas Participativos de El Salvador
CEPAL	Comisión Económica para América Latina
CNR	Coordinador Nacional de Radio, Perú
CORAPE	Coordinador de Radios Populares y Educativas del Ecuador
CSO	Civil Society Organization
DTT	Technical and Technology Development
ERBOL	Educación Radiofónica de Bolivia
FARCO	Foro Argentino de Radios Comunitarias
FLACSO	Latin-American Social Studies Institute
FGER	Federación Guatemalteca de Escuelas Radiofónicas
GDP	Gross domestic product
IRFA	Instituto Radiofónico Fe y Alegría, Venezuela
NGO	Nongovernmental organization
UNDP	United Nations Development Programme
PPC	Communications Policy Proposal
RIAR	Red Intercultural Amazónica de Radios
RMC	Red de Migración y Comunicación
RKS	Red Kiechwa Satelital
RQB	Red Quechua Bolivia
SG-CAN	General Secretariat of the Andean Community of Nations
UDECA	Unión Dominicana de Emisoras Católicas, República Dominicana
UNASUR	Unión de Naciones Sudamericanas
UNDEF	The United Nations Democracy Fund

Annex 5: Radio stations participating in the project

COUNTRY	PLACE	RADIO	MANAGER
ARGENTINA	Neuquén	1. Pocahullo	Lautaro Capace
	Norte de Salta	2. La Voz Indígena de Tartagal	Liliana Lizondo
COLOMBIA	Putumayo	3. Ocaina Stereo	Jaime Perdona Cristián Fabián Zúñiga
	Cauca	4. Payumat	Dora Muñoz
BOLIVIA	Cochabamba - Aiquile	5. Esperanza	Noemí Siles Rilma Siles
	Potosí	6. Aclo Potosí	Mario Peñaranda Fernando Alvarado Castro
EL SALVADOR	Sonsonate	7. Sensunat	Marlon Hernández
ECUADOR	Otavalo	8. Iluman	Carmen Yamberla
	Latacunga	9. Latacunga	Eduardo Guerrero
	Riobamba	10. ERPE	Bélgica Chela
GUATEMALA	Jocotan, Chiquimula	11. Radio Chorti	Mario Amador Carranza
	Sololá	12. Nawal Stereo	Miguel Marroquín Lourdes Tzoc
HONDURAS	San Francisco	13. La Voz Lenca	Bertha Cáceres Tomas
MEXICO	Veracruz	14. Huayacocotla	Sandra Luz Cruz Alfredo Zepeda sj.
PERU	Cajamarca	15. Coremarca	Virgilio Carranza
	Ucayali	16. San Antonio	Juan López Encinas Karen Pacaya
	Arequipa	17. Yaraví	Andrés Javier

Annex 6: Project execution by output

Intended output	Actual	Budget	Expenditure	%
1.1 A comprehensive baseline survey and needs assessment produced on civic awareness among marginalized groups, local authorities, and community radio stations in the project districts	A comprehensive baseline survey and needs assessment produced on civic awareness among marginalized groups, local authorities, and community radio stations in the project districts	5000	4138.1	82.76%
1.2. An online course in radio program production and media and democracy designed and implemented	An online course in radio program production and media and democracy designed and being implemented	12000	9600	80.00%
1.3. New awareness programs about media, democracy and the role of local media and freedom of speech in local political context conducted in 17 districts (335 radio forums, 40 radio dramas plus other programs)	New awareness programs about media, democracy and the role of local media and freedom of speech in local political context conducted in 17 districts (158 radio forums, 57 radio dramas plus other programs)	21000	26924.14	128.21%
1.4. Cascade programs (local workshops) on civic awareness conducted in project districts	Cascade programs (local workshops) on civic awareness were conducted in project districts (At least 5 local-level workshops in each radio station, more than 100 in all)	14000	10215.87	72.97%
1.5. An educational campaign about media and democracy and the role of local media and freedom of speech in local political context designed and implemented	The educational campaign about media and democracy and the role of local media and freedom of speech in local political context was designed and is being implemented.	4000	2451.2	61.28%
1.6. A manual about media and democracy and the role of local media and freedom of speech in local political context designed and produced	The manual was designed and produced based on all the information gathered in different activities during the project.	5000	5051.2	101.02%
2.1. Sensitization programs (in the form of radio programs) about information creation, production, and distribution and cooperation between groups across the continent conducted for marginalized groups representatives	168 Sensitization programs (in the form of radio programs) about information creation, production, and distribution and cooperation between groups across the continent conducted for marginalized group representatives	4000		0.00%
2.2. Workshop on radio program production organized at the continental level in order to evaluate previous activities and plan future activities accordingly	The three-day workshop on radio program production was organized, previous activities evaluated, and future activities planned accordingly. There were 17 participants (47% were women).	19000	23767.53	125.09%
3.1. New information spaces created where marginalized groups, local authorities, and general population participate (2 radio forums per month in each radio station)	New information spaces created where marginalized groups, local authorities, and general population participate were created (458 in total).	12000		0.00%
3.2. Workshop on media, democracy and the role of local media in local political context that includes the interaction with local authorities organized at the continental level in order to evaluate previous activities and plan future activities accordingly.	The three-day workshop on media, democracy and the role of local media in local political context that includes the interaction with local authorities was organized, previous activities evaluated, and future activities planned accordingly.	19000	14370.23	75.63%
4.1. Community radio stations have access to Comrex technology so that they can participate in information-sharing at the continental level.	Community radio stations have access to Comrex technology and are able to participate in information-sharing at the continental level.	20000	20781.73	103.91%
		135000	117300	86.89%