



International Amateur Radio Union Region 1 2017 General Conference – Landshut, Germany



16 – 23 September 2017

Subject:	The Future Strategy for STARS		
Society	Executive Committee	Country:	IARU Region 1
Committee	C3	Paper Number:	LA17_C3_19
Author:	Don Beattie, G3BJ		

1. Introduction

This is a short summary of the position on STARS. For more detail please refer to the more detailed paper attached.

2. Background

STARS investment since 1990 has been mainly in two areas:

- Provision of material – equipment or training material – to help start or resource a club station and its activities
- Seminars for regulators and government departments

Recent investment has been low for a number of factors, not the least the increased political and security instability in many of the target countries.

However, an analysis of those countries which have received STARS funding since 1990 shows that some 68% of the total funding was to Countries that no longer pay their annual dues to IARU. 75% of the investment has been to countries where we have not really achieved growth in amateur radio numbers since.

In some countries, we have been too eager to provide support where the only sustaining resource in the country was an expatriate on a tour of duty in the country. The almost inevitable result is that when that person returns home, activity ceases. Our assessment criteria prior to investment have not included the requirement for locally based sustaining sponsors – people with the commitment and determination to carry through a local project.

3. The Way Ahead

A formal review of STARS was held in September 2016. Present at that meeting were Tafa Diop, 6W1KI, Hans Welens, ON6WQ, Jean-Jacques Niava, TU2OP and Don Beattie, G3BJ. The meeting reached a broad level of agreement on the actions needed:

- The assessment criteria for STARS investment needed improvement. A new set of criteria were developed which place much greater demands on local resources and a phased approach to investment

- A program control process was developed to ensure that projects are progressed and, in the absence of progress, are stopped.
- A new co-ordination structure was suggested, which would remove sub-regional coordinators and introduce a support group for the STARS Chairman
- The profile of the STARS Chairman for the next few years was seen to be one of someone who could put in place a new structure and people, and initiate a few successful projects
- The historic focus to “create a new member society” should be replaced by one to create a self-sustaining amateur radio activity in a country
- Opportunities to exploit new technology for (eg) remote examinations should be explored in partnership with those MS in Europe who are adopting it.
- Subsequent to the meeting, it has been suggested that no further funding should be made to the development fund until the new STARS model has been proven to work

Of particular importance is the appointment of the new STARS Chairman as the current one will stand down in 2017. This is a critical role, and MS are being asked to consider whether they have anyone who might be suitable. The key characteristics here are:

- Commitment to STARS
- Energy to drive programmes forward
- Time to devote to the work
- Political awareness – to handle delicate in-country issues
- Ethnicity that is acceptable to the STARS client countries
- Outstanding communications skills and ability to handle remote resources and ideally a working knowledge of French

The likely target countries of Central Africa suggest that the STARS Chairman should be of that ethnicity. However, in the short term (for the next three years) it makes sense to consider other backgrounds, including European, to reshape the STARS agenda and internal practices in accordance with the attached paper. That will be a matter for the 2017 Conference to decide.

4. Recommendations

- a) That the new process and structure for the STARS activity be adopted
- b) That no further funding be provided to the development fund until the new way of working has been validated
- c) That the profile for the STARS Chairman be accepted and MS consider whether they have high quality candidates to nominate
- d) That MS consider whether they have names to propose for the STARS support group.

The following more detailed paper sets out the background rationale and details of these proposals.

The Future Direction for STARS

A paper by the IARU Region 1 President

1 Introduction

This paper sets out the thinking around a new way to handle STARS projects and programmes. It is the result of a workshop held in early September 2016 in Brussels.

2 Background

STARS has, since 1990, invested significantly in projects to support the Amateur Radio Service in developing countries. Projects have mainly been of two forms:

- Provision of material – equipment or training material – to help start or resource a club station and its activities
- Seminars for regulators and government departments

Inevitably, much of the investment has been in Africa. One rationale for STARS investment has been the wish to increase the number of countries represented as IARU member societies. See the document shown in Appendix 1

The current Terms of Reference for STARS are in Appendix 2

In recent years, STARS investment has slowed, due mainly to instability in many of the target countries, arising from political or terrorist activities or war. In other countries, this instability has damaged the development of amateur radio after previous STARS investments. The reports from Albena and to the EC for 2016 make depressing reading (Appendices 4 and 5 – see the parts in red)

A number of member societies in IARU where STARS projects have been undertaken now fail to pay their membership dues, either because they do not exist any longer, or cannot afford to. The list makes interesting reading and is shown in Table 1 overleaf. Total STARS investment in projects has been some CHF 160 k since 1990. Some 68% of this was to countries which no longer pay their fees to IARU. Some 75% of all STARS investment has been made into countries where the Member Society has not really succeeded in getting growth in amateur radio. In terms of a tangible outcome for the investment made, this is a disappointing result. Overall, this suggests that the objective of creating a member society MAY not be an appropriate prime focus for STARS. It could be argued that it is more sensible that societies should be considered for IARU membership when they have reached a self-sustaining level. In the past, this has not generally been the criteria. However, this would raise the prospect of STARS funds being used to support non-AIRU Member Societies

Table 1: STARS Societies not paying fees at January 2016

**Burkina Faso
Egypt
Ethiopia
Ghana
Lesotho
Mali
Mozambique
Swaziland
Syria
Tanzania
URAC - Congo**

Since STARS was originally conceived, a number of changes have taken place in the world scene:

- a) Instability has increased in developing countries – war, terrorism, political upheaval or epidemic
- b) Information and communications technology has advanced enormously, making the world “smaller” and intercommunication easier
- c) We have come to recognize that there are a number of factors other than provision of equipment which will determine whether amateur radio grows.
- d) We have also come to recognize that we cannot base a STARS project on a transient expatriate as the local sponsor.

These issues are developed in the following sections

3 The Issues we face

3.1 The Rationale for STARS

In past years, STARS investment has had as an underpinning objective the creation of viable Member Societies in as many new countries as possible, with the ability to influence their regulators. This was part of a belief that in a vote in ITU, “numbers count” and the more societies that can support the IARU position on an agenda item, the more chances IARU has of success.

ITU now conducts its meetings by consensus, and although that too requires influence, that influence is probably more effectively applied now at RTO level, as ITU moves more towards a format for WRCs that focuses on the views of each RTO.

Nonetheless, it is still true that having new Member Societies with a good working relationship with their regulator forms an important part of the IARU’s strategy for spectrum privileges.

In addition, the philanthropic aspect of STARS work cannot be ignored – providing help to less well-off countries to grow and develop amateur radio.

For both the above reasons, continuing investment in STARS seems appropriate. The key issues are to make that investment more effective.

3.2 Instability

Whilst it can be argued that countries should not be penalized for instability, nevertheless when considering STARS investments, it is inevitable that this will have an impact on the results, through:

- The simple fact that the population will be concerned with basic issues of survival, food and shelter rather than the more esoteric issue of amateur radio (a real example of Maslow's "Hierarchy of Needs")
- Economic factors will worsen during instability, making amateur radio less affordable
- Security issues mean that in some cases amateur radio activity is closed down
- Supporting expatriates may well leave the country and it will become an unattractive place to visit to provide support

Sadly, instability is hard to predict. The STARS investment profile assessment uses a three colour basis (Red-Amber-Green) for assessing the suitability of a country for investment. This includes assessment of:

- Stability of the country
- Existence of a Member Society (I think this means a society, member or not)
- How many members the society has
- Whether there is good regulatory contact
- Whether there is an examination infrastructure
- Whether there are individual licensing arrangements and at what cost
- Whether there is a club station
- Whether there is liaison with IARU

It does not appear to consider the status/permanence of the local sponsor or project coordinator. Given the disappointing lasting impact of some past STARS investments, we have reviewed whether the past nature of the STARS investment is right in a world of instability.

It is also clear that even if investment is made, the need for a permanent country-based sponsor or coordinator is essential. It is this person, with the commitment to carry through the project, that will make the difference between success and failure more than anything else.

3.3 Technology

Advances in Information and Communications Technology (ICT) now have the potential to make the management of STARS easier and open up other avenues for what constitutes the STARS "offering".

STARS has relied on Sub-Regional Coordinators in the early days to monitor development in their sub-region, and to progress projects. In today's world, this is probably not really necessary. ICT now allows easy and cheap communication with people at the far ends of the earth through email and Skype. Given that there are probably no more than three STARS projects underway at once, it is entirely viable for the STARS Chairman to be in direct contact with the local sponsor of the project.

We should therefore consider a new geometry for the STARS organisation which places the STARS Chairman in the pivotal position, perhaps supported by a Vice-Chair and some supporting people who are in a position to provide strategic and tactical support to the Chairman.

3.3 The Role of the Sponsor

As mentioned in 3.1, project assessment used in the past does not focus on the presence of an appropriate local project sponsor or coordinator. This will be the person “on the ground” who will coordinate the project. This cannot be done from outside the country. It needs someone with commitment, vision and appropriate contacts.

This role is the critical one for STARS. No project should proceed without a suitable Sponsor. We should require the Sponsor to enter into an understanding with IARU before any funds are provided. A critical element of any STARS involvement will be to appoint the local sponsor as a “Program Manager” and set out a clear set of expectations of what that role involves. We should undertake extensive pre-qualification of the person concerned to take on that role. The STARS Chairman's role would be to support that person's work on the project and monitor progress.

Investment in a project has been requested via a pro-forma (Appendix 3) and progress is meant to be reported via the same document. For the future STARS, a number of STARS projects should be considered as forming a STARS program in a country. Each project will need to be completed against pre-agreed criteria before further funding is released. This process should be the central “tool” for running STARS and the EC should receive quarterly reports on the handful of projects that will be running at any time. In all probability, the report can be hosted on a new section of the website open only to the EC and WG chairs. This is currently under development. This would allow a “latest position” to be always available to the EC.

3.4 Other factors

3.4.1 We should consider how STARS projects are initiated. If we determine that SRCs are no longer appropriate, then we will rely on:

- The knowledge of the STARS Chairman
- Direct approaches from countries

In the longer term, we favour the latter, as it immediately shows that there is some commitment to progress. It therefore seems only right that STARS should consider how the service is marketed. At the very least, there should be an “up-beat” page on the IARU Region 1 website, setting out the STARS offering, the pre-conditions to providing support, and how to propose a project. Marketing could also be via direct communication to member societies, although we should recognise that STARS projects will also take place in non-IARU countries.

In the short to medium term, however, priority should be given to re-energising some of those STARS countries where past investment has not yet delivered a self-sustaining level of amateur radio activity.

3.4.2 We should consider whether it is possible to use mature member societies as Support resources to project countries. At the very least, this would place, eg, RSGB, IRTS, REF and UBA as possible support resources (given the language issues). A simple commitment to have one person nominated as a “helper” for the in-country program manager, together with agreement to provide the monthly/bi-monthly society magazine to that person would be a good start.

3.4.3 Given the disappointing results of some projects in Africa and the current difficulties in identifying viable projects, we considered whether the STARS focus should be extended to “emerging” projects and Member Societies in Europe or indeed pan-European projects which will clearly benefit the development of amateur radio and felt that although there are probably still valid projects and programs to pursue in Africa, we should not exclude European projects from our plans

3.5.4 At present (end 2016), the STARS investment fund stands at CHF 122,000. This is a very significant fund, and member Societies may be unwilling to continue to fund the STARS work without a clear strategy and some real investment actions showing a good sustainable return.

4. The Way Ahead

At the workshop on 1st September 2016, we considered a number of issues related to STARS:

- What successes and failures has STARS had?
- What is our view of a reasonable outcome for STARS projects?
- Should STARS support be only to Member Societies – risking the creation of non-viable MS simply to access STARS support, or should STARS be focused in the first place at growing amateur radio “on the ground,” perhaps leading to the creation of an MS and perhaps in partnership with the national government?
- What should the STARS offering be for the future? How could this be developed?
- In what management structure should the STARS projects sit?
- What can some European Societies do to help?
- What is the “contract” between IARU and the STARS Program Manager in a country?
- What is the ideal profile for a STARS Chairman?

- What can be done between now and the next conference?

An in-depth discussion took place at the September 2016 workshop which resulted in the following agreement.

4.1 The stages of STARS involvement in a country.

We divided the program for a country into a number of “project phases” as follows:

Phase 1

Pre-qualification of the in-country programme manager. This is a critically important phase, and without a suitable program manager, a STARS program cannot be commenced.

The requirements for a suitable program manager were agreed as:

- Availability – must have the time available to devote to the program and be someone who is committed to remaining in the country
- Motivation – must be determined to see the program through to a successful conclusion
- Commitment – must be able to handle set-backs
- Energy – for the long haul – a STARS programme is a long term investment
- Training capability – must have the ability to lead training
- Professional integrity – must be highly acceptable to the regulator
- Preferably indigenous national in the country
- Probably not an employee of the regulator
- Must be able to show he has a “core team” of supporters around him (minimum 2) with similar personal characteristics

It will be the responsibility of the STARS Chairman to ensure that the program manager meets the criteria set out above.

The phase completion criteria would include:

Formal report on the proposed program manager setting out the evidence to support him meeting the above criteria. This evidence would draw on a personal meeting with the STARS chairman, proper assessment of the candidate’s CV and achievements to date and an assessment of acceptability to the regulator (past experience of doing this, personal stature and standing, etc.)

A program agreed between the PM candidate and the STARS Chairman for STARS investment in the country and staged success criteria. Qualification can be done via video-Skype.

Phase 2

The regulator relationship

Here we would need to see:

- Clear indication of Regulator support for the development of Amateur Radio
- That an appropriate licence fee is in place
- That an appropriate (non-penal) Import Duty is in place
- That there is a clear protocol for issuing individual licences
- That the Program Manager has an “open door” to Regulator

STARS can offer support here in the form of ARAC style intervention to underpin some of the above elements

Stage evaluation criteria would include a physical meeting with the regulator and the PM and a formally documented accord or letter of support from the regulator.

Phase 3

Creation of a “Club” or “Society” and associated training facilities

This is where the “on the ground” work really starts. We would refer to see the club premises preferably not being in a Scout or IRC facility. We have a strong preference for the club being structured in a strategic partnership with a University or Technical College, as this provides a degree of robustness against local turbulence.

STARS can offer help in this stage with:

- ADP style one-to-one programme including leadership development
- Training documentation
- Simple kits
- Simple SDR dongles
- Simple antennas

Stage evaluation criteria will include:

- Establishment of a physical facility for the club
- Properly appointed officers
- Sustaining support from an academic institution (preferably)
- Evidence of training activity.

Phase 4

Limited Provision of Equipment – here we felt that IARC and relatively wealthy member society countries might be in a position to help with good second-hand equipment. Antennas should be kept to simple wire antennas which are repairable, cheap and effective

Stage evaluation criteria will include:

- Successful installation and operation of the equipment
- Evidence of “on-air” activity

Phase 5

Developing amateur radio in a new environment is tough. It requires commitment and energy. IARU should recognise the successful implementation of a STARS project through some form of recognition. This could include:

- High profile publicity
- Some form of award
- A visit from the STARS Chairman or other Region 1 official

4.2 Resourcing

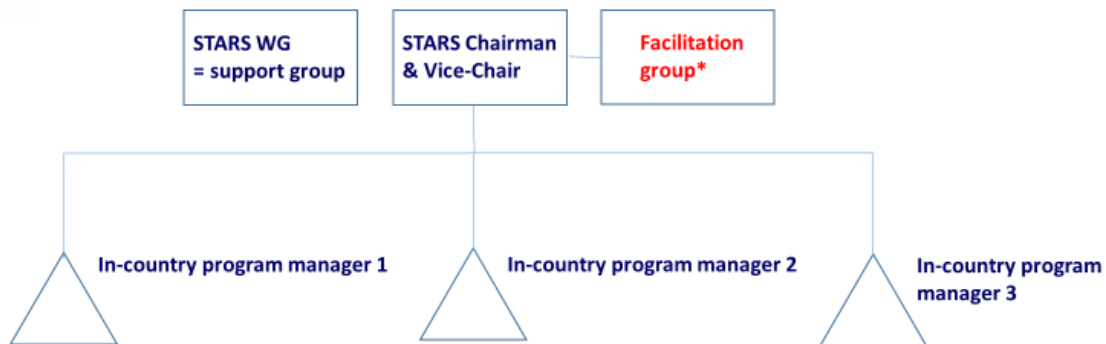
The STARS Chairman role is not an easy one. It requires someone with commitment, energy, resourcefulness and political awareness. That person also needs support in the form of a close support group and an “open door” to some member societies to ask for practical advice, help and materials.

The role of the sub-regional coordinators becomes unnecessary, as the key relationships will be between the STARS Chairman and the Program Manager in a country. New STARS projects come through direct approaches to IARU< following the high-level publicity of STARS support on our website and elsewhere.

This suggests three distinct roles for the future:



Future structure



- Would comprise people in a position to solicit support from Member Societies and with the commitment to the aims of STARS and the ability to procure resource and advice

The International Amateur Radio Union – Working for the Future of Amateur Radio

- A STARS Chairman and Vice-Chairman
- The STARS working group – comprising people who are committed to the STARS concept and can offer practical support
- A small facilitation group – to include the Region 1 President and others with in-depth experience of STARS, who can help access other sources of help and support to the STARS projects and STARS Chairman

The important role of the STARS Chairman was discussed at the September 2016 meeting. The key characteristics here are:

- Commitment to STARS
- Energy to drive programmes forward
- Time to devote to the work
- Political awareness – to handle delicate in-country issues
- Ethnicity that is acceptable to the STARS client countries
- Outstanding communications skills and ability to handle remote resources

The likely target countries of Central Africa suggest that the STARS Chairman should be of that ethnicity. However, in the short term (for the next three years) it may make sense to consider other backgrounds, including European, to reshape the STARS agenda and internal practices in accordance with this paper. That will be a matter for the 2017 Conference to decide.

At present, since the September 2016 meeting, the Facilitation Group has comprised The Region 1 President, previous STARS Chair Hans Welens, ON6WQ and Tafa Diop, 6W1KI, working with the STARS Chairman Jean-Jacques Niava, TU2OP.

Larger Member Societies can help STARS be agreeing to provide their monthly/bi-monthly publication to target countries. This would cost just a few Euro a year, and yet provides useful information to an emerging club. Similarly, training material for examination courses (in French or English) is valuable, and some joint venture between IARU and MS to provide these could be valuable.

4.3 What we ask of the STARS Program Manager

The in-country program manager is the source of the energy to drive forward a project. To ensure success, there are a number of requirements of that person:

- Regular and open communication with the STARS Chairman on progress and problems.
- A “can-do” attitude, where failure is not an option
- A willingness to operate within the structure of the five program phases and to report against these on a quarterly basis
- Personal leadership of the in-country resources to bring the program to a successful conclusion
- Ability to handle the various interfaces with government, the administration and other agencies to ensure the program is seen as relevant to the country and delivering value

5 What can be done?

The relative lack of progress since 2014 cannot be remedied quickly. There are a few “obvious” projects which have been followed up, but the most important issue is to get the resourcing right for the future and set STARS up with a new remit, new processes and a new team to carry it forward.

I believe that there are three actions needed:

- a) To mandate the new program management processes and criteria
- b) To identify an energetic, committed and capable STARS WG Chair whose remit for the next three years will be to:
 - i. Embed the program management disciplines
 - ii. Work with MS in target countries to establish the help needed and the viability of IARU support
 - iii. Train and develop a new cadre of “STARS” workers who can carry the work forward in subsequent plan periods
- c) To halt any further funding to the STARS development fund until a viable set of practices have been proved to work. The fund has in excess of CHF110 k at present, which is enough for about 11 years of STARS projects at the historical funding rate.

As is perhaps shown in the above, I think the Region should remain cautious about the long-term prospects for STARS and it is for that reason that I propose that we should not seek any particular

nationality in the appointee. I would be quite happy with the right European running STARS for the next three years, provided this is with the clear intention of setting up the necessary infrastructure to make STARS successful.

6 Summary

This paper has summarised the background to the current situation in STARS, actions that have now been taken to change the approach to STARS projects, and the resourcing actions that are needed to make STARS a success. The paper is presented as a background paper to more detailed discussions at the 2017 Landshut conference.

7 Recommendation

- a) That the new process and structure for the STARS activity be adopted
- b) That no further funding be provided to the development fund until the new way of working has been validated
- c) That the profile for the STARS Chairman be accepted and MS consider whether they have high quality candidates to nominate
- d) That MS consider whether they have names to propose for the STARS support group.

Enclosures:

- Appendix 1 Background to STARS
- Appendix 2: STARS Terms of Reference
- Appendix 3: STARS Project Control Sheet – new format
- Appendix 4: STARS report to Albena Conference 2014
- Appendix 5: STARS report to EC 2016 covering 2015-2016
- Appendix 6: STARS Project Spend

BACKGROUND TO STARS

The objective of STARS is to defend, protect, extend, develop and promote the amateur radio service. The work of STARS is specifically directed to those areas of the Region where amateur radio activity is low or non-existent.

THE PHILOSOPHY behind all this is that the IARU is at its most representative for the amateur radio service when it has member societies in all the ITU member countries and when those societies have good, friendly and regular contacts with their national regulatory authorities. The basis for an active, viable and truly representative society is the recruitment of members with the nationality of the country.

THE PROGRAMME to put this philosophy into practice and achieve the aims of STARS would be to assist with the founding of a national society, to assist with the establishment of one or more clubstations and to assist with the organisation of an educational programme.

THE MEANS therefor are the STARS projects sponsored (up to now mainly) by IARU Region 1's Fund 4 and coordinated by STARS. This Working Group consists of a chairman appointed by the General Conference and responsible for the general coordination and logistics, sub-regional coordinators responsible for the prospection, establishing and maintaining relations with all the member-societies and telecom authorities in their sub-region, the planning, preparing and proposing of possible projects and, after their approval, for their implementation, coordination, follow up, evaluation, in short: for the support to the 'local people' in charge of the practical realisation of the project. Further members of the WG are the EC member appointed to liaise with STARS, the IARU Region 1 Treasurer (in charge of Fund 4) and representatives of all the interested IARU Region 1 member societies.

THE WAYS to proceed are usually as follows:

1. making contact with the local amateur radio operators (including expatriates who stay there for a longer term) and their national society (if any) and discussing with them the existing problems and the possible solutions;
2. establish good relations with the regulatory authorities and convincing them of the respectability and usefulness of the amateur radio service by explaining such aspects as technical training (both in electricity and electronics as well as operating practice, human relations and civism, international understanding, emergency communications and disaster relief, etc. Eventually, some changes in their Radio Regulations might be suggested (in a very diplomatic way): Radio Amateur Examination, licence fee, novice or restricted licensing, etc.;
3. look for a good place to set up a project (probably a technical school, high school, university, etc.);

4. work out a possible project with the 'local people' and the competent authorities, including the solution of such problems as import of equipment, need for trainers, etc.;
5. proposing the detailed project (including the budget) to the STARS-WG.

Terms of Reference of the Working Group for The Support of the Amateur Radio Service in IARU Region 1 (STARS)

1. The STARS-WG is a specialised body of IARU Region 1. It acts under the provisions of the IARU, Region 1 Constitution and Bye-Laws.
2. Its aims are:
 - 2.1. The general co-ordination and planning of the work concerned with the support of the amateur radio service and of the amateur radio satellite service in those areas of IARU Region 1 where radio amateur activity is low or non-existent;
 - 2.2. To promote the procurement, production and distribution of any form of technical and educational material to be disseminated and applied in such areas;
 - 2.3. To assemble, collect and analyse know-how and human resources of relevance to the STARS-WG projects in such areas.
- 3.1. The STARS-WG Chairman shall be appointed at each triennial General Conference and shall act according to the procedures described in the IARU Region 1 Constitution and Byelaws.
- 3.2. If he deems necessary, the STARS-WG Chairman may nominate people on site to prepare, coordinate and monitor STARS-WG projects. They will act as the STARS-WG Area Coordinators.
- 4.1. Every three years the STARS-WG Chairman will report in person to the General Conference. In between General conferences, the STARS-WG Chairman will report annually to the Executive Committee. He will be entitled to attend the Executive Committee meeting as to art. A.4.11 of the IARU Region 1 Constitution.
- 4.2. The STARS-WG Chairman will liaise with the IARU President and Vice-President, the IARU International Secretariat, the IARU Administrative Council members, the other IARU Regions and the non-IARU organizations via the Secretary of IARU, Region 1.
- 5.1. An IARU Region 1 account is set up for the express purpose of financing STARS-WG projects. It is called "FUND 4". The income accounted to FUND 4 will be: a.) the fee per licensed member approved by a General Conference and paid by all the Region 1 Member Societies in proportion to their membership; b). donations.
- 5.2. The expenditures accounted to FUND 4 will be on the basis of the proposals and attached detailed budgets presented by the STARS-WG Chairman and approved by a General Conference or by the Executive Committee in between conference years.
- 5.3. The IARU Region 1 Treasurer shall be responsible for FUND 4 as to art. A.4.7. of the IARU Region 1 Constitution.
- 6.1. The work of the STARS Working Group shall be carried out mainly by correspondence. Its general expenses will be reimbursed according articles B.3.28 of the IARU Region 1 Bye-Laws.
- 6.2. In the years when no general conference is held, the STARS-WG Chairman may convene a meeting of the working group. The call for the meeting, its venue and budget will be decided in consultation and with the approval of the IARU Region 1 Executive Committee. The WG meeting related costs will be reimbursed according to art. B.3.25 of the IARU Region 1 Bye-Laws. In the years

when a general conference is held, the STARS-WG will convene within the framework of the general conference.

6.3. If necessary, the STARS-WG Chairman may convene a meeting of the STARS-WG area coordinators. The call for the meeting, its venue and related costs must be in consultation and with the approval of the IARU Region 1 Executive Committee. The WG meeting related costs will be reimbursed according to art. B.3.25 of the IARU Region 1 Bye-Laws.

6.4. In the years when a general conference is held, the STARS-WG area coordinator meeting may convene within the framework of the general conference.

7.1. All IARU Region 1 member societies are members of the STARS-WG on a basis of equality.

7.2. The IARU Region 1 Treasurer is member of the working group ex officio.

Appendix 3: STARS Project Control Sheet – new format

STAGE	ELEMENTS	COMMENTARY/STATUS	STARS INVESTMENT PLANNED/MADE
0	Country suitability: <ul style="list-style-type: none"> - Stability (political) - Security - Civil unrest - Economic - Import restrictions 		[Guide – none until country meets basic suitability criteria]
1	Pre-qualification of Program Manager against criteria of <ul style="list-style-type: none"> - Availability - Motivation - Commitment - Energy - Training capability - Existence of a core team of supporters with the same qualities 	Name and call sign: E-mail:	[Guide – limited at this stage]
2	Developing relationship with regulator – evidenced by: <ul style="list-style-type: none"> - Clear indication of Regulator support for Amateur Radio - Appropriate licence fee is in place - Appropriate Import Duty is in place (especially for 2nd hand and donated material) - Clear protocol for issuing individual licences exists 		[Guide – ARAC style event]

STAGE	ELEMENTS	COMMENTARY/STATUS	STARS INVESTMENT PLANNED/MADE
	- Program Manager has “open door” to Regulator		
3	Creation of a “club” and training material and facilities backed up by leadership training - University or Technical College facility preferred - Preferably not Scout or IRC facility		[Guide: ADP style one-to-one programme including leadership development, Training documentation, Simple kits, Simple SDR dongles, Simple antennas]
4	Limited provision of equipment: - Focus on good second hand equipment (IARC a.o.) - Keep antennas simple and replaceable		[Guide: Equipment sourcing IARC and MS]
5	Recognition - To keep up momentum - Visits by STARS Chair or EC Member to meet regulator and club members/university faculty with Program Manager - High profile publicity for successful programs		[Guide: Provision of appropriate person to visit and recognize]

Appendix 4 – STARS Report to the Albena Conference

1) Introduction:

According to the recommendations of the 2011 conference in Sun City South Africa, it was necessary for us, to continue but especially to strengthen the experiences of the previous projects. It is in this optics that we have worked.

2) Main events in 2013:

Project of Burkina Faso: Equip in material (transceivers, accessories...) the two radio clubs of the ARBF in order to allow them finally to work correctly.

This project will also permit us to gather all the STARS SRC to participate in a workshop dedicated to spectrum, WRC preparations and Regulatory Affairs. This workshop will take place in conjunction with the official delivery of the equipment to the ARBF in Ouagadougou.

Support to Rwanda: Bring our support for the creation of a Radio Amateur society and its membership to the IARU

3) Northern Africa and Middle East:

Libya: We have good contacts but with the political “events” it is **not possible to plan anything**.

Tunisia: There is a real craze for the radio ham activity radio but following the Arab Spring, there are 2 associations there, ARAT and ASTRA. I shall not like returning on quite the debates behind the creation of the ASTRA lead by Anis or the ARAT lead by Achraaf.

Given that the IARU recognizes only a single association by country following the example of United Nations; our action is to bring the various parties to hear each other to create a unique association. It is necessary to underline that the task is not as well easy as we could believe it. It is necessary to use diplomacy, patience and especially not to forget that what matters for us is the promotion of amateur radio. Ignore it is to penalize all young Tunisians in expectation of license who want to discover this new World.

ASTRA for example has requested STARS for equipment. You understand that if we do not solve the problem of the two associations before, it would be a worsening of the situation that they already accuse IARU of having generated.

We plan another visit in this country so that with the local authorities we can together find a definitive solution to this problem.

4) Western Africa:

Benin: Since the report of Mr Serge Koudjo on the creation of an association (ABR), **no advance was largely noticed**, because the main actor was professionally very busy during all this period.

Thanks to the first meeting of the African group for the preparation of the WRC-15 in Dakar the long discussions with the Beninese delegation, which delegates are themselves members of the new ABR made us understand their problems, which can be summarized in a few words: Training, Equipment and how to make the amateur service known.

ABR is expected to apply for IARU membership before the end of 2013. Following this membership, we will be able to put them in the list of our priority projects.

Meanwhile, the ABR by means of STARS can facilitate the obtaining of licenses for the DX-expeditions in Benin.

Burkina Faso: It is the main STARS project for 2013. Since his election Hugolin Pooda, XT2HB arranged many things for the promotion of the amateur radio service in Burkina Faso. He organized numerous workshops for the students and the pupils in which took part some high authorities of the state. ARBF facilitated the obtaining of radio licenses in the various DX-expeditions and foreigners in visit in the country.

Finally, ARBF received during this year (2014) some material from STARS to help them in the implementation of their radio Club. An inauguration is planned before the end of the year.

Côte d'Ivoire: After the post-election crisis that the country lived in 2011, the access for safety reasons to the radio club of the ARAI was impossible. In this case, to put the project in our priorities depended before out on the access to the site. Since the end of February 2013, it is a possible thing today. The authority of regulation even promised to help ARAI rehabilitated its places. The project Côte d'Ivoire that was to there in wait is thus going to find its place in our priority list.

In spite of the promises made, **the authorities did not still react to their promises**. Nevertheless, ARAI pursued its activities. It recorded the coming of 20 new young radio hams. ARAI also helped and supported an Italian DX expedition team (TU2T), and a German-French team.

This last team generously offered some equipment to help ARAI in the restoration of its radio club (TU2CI).

At the level of STARS, the ARAI project was not born for reasons of easy access in radio club yet. However, this blocking comes from raised hearth this last march. It is a project, which we hope, will be born before the next 2014 conference.

Ghana: Thanks to the first meeting of the African group for the preparation of the WRC-15 in Dakar, some good contacts and discussion have been made in particular with Mr Henry Kan the director of the National Communication Authority. It is aware that the amateur **radio activity in Ghana is not radiant as in the past** and wish that together we find a solution for to revitalize the association (GARS). An ARAC organized by ITU has been organized in June 2013.

After the ARAC, Hans, PB2T, took new contacts. Contacts, which we shall restrict to exploit to revitalize the radio, ham activity in this country during the next months.

Mali: **With the crisis that Mali knew**, most part of the radio hams of the CRAM were obliged to unsettle antennas and to tidy up the material.

During all the military transition no amateur radio activity was possible. But the period which followed, saw the resurgence of licenses and ham radio activities in only humanitarian purpose. (For example, TZ6BB). Amateur radio was associated to activities of national reconciliation.

As such, they visited several schools and presented to the pupils the radio as an instrument of peace, universal dialogue between nations.

TZ6AMT also led sessions of transmission to military servicemen. The order for CRAM members is presently to keep one profiles very low because the North of the country is always in insecurity in spite of the presence of UN.

Niger: Two young students with a TU license returned in the country and bustle at present to find us contacts on which we can lean to launch the ham radio activity in this country. Things move forward really in the right direction. In addition, it would not be surprising that Niger is among us for the next conference.

Senegal: ARAS has requested some electronic kits to support the radio club of EMST, which wins in popularity with the foreign students who attend the school. The administration of the school would even want to incite the students to pass their 6W ham radio license before returning in their country.

Togo: "We don't really know where to begin." These are the words of Mr Batchassi one of the delegates of the Togolese team at the meeting of Dakar and one of the representatives of the Togolese delegation in the ADP seminar of Abidjan. The SRC of the Western Region (Jul Diallo, 6W1QL) will help them in the various stages of the creation of an association.

5) Central Africa:

Cameroun: In spite of all the efforts, in particular in donation of material, **ARTJ does not still manage to take its flight.**

Mr El Hadjar one the Regulatory board and in charge of the management of the frequencies, took the firm resolution to help STARS to see how we can together find a solution to this generally known lack of promotion of ARTJ.

Congo Brazzaville and DRC: Called to become one of the big STARS projects of these last years, the **Project of 2 Congo does not know the success we expected.** For the DRC (ARAC) this disappointment arose partially from problems of persons. Differences between the new management team and the former. Which on the ground, is translated by a blocking in the allocation of licenses to the newcomers and this, in spite of the appreciated support of the two Belgian volunteers from MSF (Anton ON6NL and Henk ON4AHF)?

As we draft this report, we can assert that we solved the problems of persons but the 9Q license remains still inaccessible to Congolese (around \$US 902 according to an official document).

On the other side of the Congo River, URAC in **Congo Brazzaville also knows problems**, certainly different in the shape of that of ARAC but also blocking. Unfortunately, due to a reshuffle in the administration, URAC has not been able yet to obtain a call sign for the club station.

In the last piece of news, the secretariat of the URAC decided to go to show to the authorities the equipment received from STARS project, to make them understand that if nothing is made all this equipment is going to get damaged.

We hope that it will make things move on. But retain that it is today very easy to obtain a TN license for a foreigner than for a Congolese.

Gabon: Romuald, TR8NOR continues his efforts to attract interested people. However, it is necessary to recognize that the **results are not at the level of our expectations.**

Rwanda: With the help of STARS a society has been created (RARC) and has applied for IARU membership. Three radio clubs have been created in the country with the support of the Management and Monitoring Service.

Mister Francis Ngabo SRC of this region in replacement of Cyprien Kahundira on the base of all this enormous work, requested the assistance of STARS for training his members and for a more greater popularization being heard that the ICT service of which he is the director promise to equip in material the various created radio clubs.

BURUNDI: The newcomer. Also with the intensive support of STARS, Mr Jean Claude Kamwenubusa makes presently an enormous work for the creation of an association (ABART) which at the moment this conference take place has applied for IARU membership.

It will be the opportunity, for STARS to have a starting point in this region, which asks for an intense development in the radio amateur activity. It is also necessary to underline the fragility of the spirits in this region. Indeed the gap between radio amateur activity and broadcasting radio is very badly understood. It was necessary to see and revise all the texts of this association in the light of the bylaws governing IARU so that veils are raised and no incomprehension remains.

We count on the enthusiasm of people of the region so that one more time the magic of the radio can take place through all these young people in expectation.

The STARS project in this region will be made as follows: continue the help and support ABART, follow by an ADP (African Development program) to make sensitive the authorities of regulation and support in the implementation of the radio clubs (training and equipment).

ABART last week, has applied for a local amateur radio club call sign. All this show the craze of the Burundians for the amateur radio activity.

6) Eastern Africa:

Ethiopia: With the **departure of Amantee and the death of Sid May**, we are very tuned in to the evolution of the activities in the country. But things should take place well in consideration of the implication of the young people in the activity radio ham.

Uganda: Bill 5X1JM and Dave 5X1D are **still trying to get UARS back on track**.

7) Southern Africa

Reaching out to neighbouring countries

At the South African Radio League AGM in 2012, a motion was accepted to allow radio amateurs from SADC countries to have a free membership with the SARL on certain conditions. The radio amateur must be a member of the IARU Member Society of his/her country and his/her subscriptions must be fully paid to his/her MS. The free membership entails access to the Members Only section of the SARL web site, access to the SARL Forum, access to the electronic SARL QSL system and the ability to download the electronic copy of Radio ZS, the journal of the SARL.

Unfortunately, the response has not been what the SARL expected. The membership scheme is still available.

SADC Agreement

The establishment of cross-border operation in Southern African Development Community (SADC countries) is now on the agenda of the next Communication Regulators Association of Southern Africa (CRASA) meeting on 5 June 2013. The SARL provided a document to our regulator, ICASA, who was tasked to prepare a document for consideration at the next meeting of SADC regulators. This agreement will be similar to the CEPT agreement. Such an agreement is already in place for the long-haul truck industry.

Mongolia: One more time STARS helped the local association in obtaining 12 ARDF kits to allow them to participate in the regional championships of this discipline.

Appendix 5 STARS report to EC 2016 covering 2015-2016

With regard to the table attached to this report, we could undoubtedly say that STARS did not move a lot for these last months. I grant it to you.

These last years it needs to underline it, were not convenient to our expansionist policy.

Most of the countries in which we had projects or follow-ups of already realized projects, all knew elections or some diverse fortunes like the epidemics obliging to quarantine these countries.

The meeting of the SRC of STARS is for me essential because the socio-political situation in countries enormously evolved. It is the place to define a new strategy in our actions and especially define new approaches. We cannot any longer work as we made it 10 years ago.

BURKINA FASO

Initially planned for May 2014 in Burkina Faso, the meeting of the STARS SRC was not able to take place. The country knew a “Coups d'Etat” followed of by a transition which automatically places it according to the recommendations of the IARU and the colors of its judgment in the red zone.

In breaking news, the activities have difficulty in taking shape because of the stir created by the numerous problems that burkinabes met.

We hope that with the new president elected, things will go better and better so that the radio hams activities can really take off in this country.

Things sometimes can be strange for the Westerners but the elections in Africa are brakes in many things even factors of sometimes very grave disorders. All the countries including Ivory Coast in spite of the criteria of the board in appendix passed for me in orange, and presented no guarantee.

Finally the meeting has been moved for September, 2016 in Abidjan. It will also be the opportunity to inaugurate the material which will be ordered for the association which lost everything during the last war the country face and which has difficulty in recovering.

DRC & CONGO

DRC, and Congo Brazza countries where I had planned a visit to make a current inventory of fixtures are always in red.

Rwanda and Burundi, new members of the IARU need to be supported and guided especially with trainings and assistance for their authorities to more understand and discover radio amateur service but **the political situation there is very unstable until these last days.**

In Rwanda, we are waiting for a signal of the members of RURA to start a project in this country. Things evolved well and the authorities are of a real support in the implementation of a politics in the promotion of the radio amateur activity.

BENIN & TOGO

Benin is this country which with one of luck will certainly be present with us at the next conference.

Things move forward very well for the moment thanks to its president Mr Koudjo Serge.

Thanks to his support we are setting up a core on which we can lean for the future actions in Togo.

In both cases it is necessary for to cross over the stage of e-mails and phone calls to give a real boost to all these actions by a visit on the ground.

NIGER

In Niamey (Niger), thanks to the action led by Mr Adamou Marou a former student licensed in TU, and another former of the ESMT (Dakar), the authorities are inclined to authorize the creation at first of a radio club. Just to see what it can engender as craze with the young people and with the population.

A mail of STARS to give more weight to this action was sent to the authority of regulation. We are waiting for the suite.

GUINEA & LIBERIA

Following the example of Guinea, Liberia needs a visit to boost its activity but we have to wait to be really situated on these two countries with regard to the **epidemic of fever with Ebola virus.**

MADAGASCAR

Thanks to Serge, 5R8GX and Phil, G3SWH, we think we can manage to set up something in Madagascar. The size of the island is not made to help in the task but things there also evolve well.

NORTHERN AFRICA

Nothing very special for this region except supports brought in Tunisia.

SOUTHERN AFRICA

Tanzania, Angola, Malawi, Zimbabwe, Zambia, Mozambique. We have to weave new contacts more solid in this part of Africa.

MONGOLIA

Hans Welens SRC for the Central Asian countries was on the other hand luckier, He has finally after several years, been able to obtain a real advance in this zone. I am waiting for a more detailed program from him for Mongolia October 2016.

The results are not always immediate as you can see, but so that they take sense and so that they succeed we have in the end to manage to lean on reliable local resources without whom we can achieve nothing.

Behind a presidential election hides a change sometimes radical of a whole organization on which hopes based.

I think that the period did not lend itself to many actions. But the following years will be much more prolific in terms of results.

Appendix 6: STARS Project Spend 1990 - 2015

All in CHF	1990	1991	1993	1994	1995	1996	1997	1998	1999	2000	2001	2003	2005	2006	2007	2009	2010	2011	2013	2014	2015	Total	Dues ?	
Algeria															12745							12745		
Burkina Faso				596	8434	2872	4793													4822		21517	N	
Cmaeroun									500													500		
Congo																3003	11928					14931	N	
Cote d'Ivoire								16542	2670								408	538				20158		
Egypt							87	1578	756												752	3173	N	
Ethiopia																	611					611	N	
Ghana						302	5104	1211	892													7509	N	
Kenya							676			338		368										1382		
Lebanon												3460										3460		
Lesotho		2576					48															2624	N	
Mali						217	9459	745	570													10991	N	
Mongolia																	3135		3273			6408		
Mozambique	243	2576		857																		3676	N	
Nigeria							48															48		
Senegal							48				6898											6946		
Sierra Leone		56				75																131		
Swaziland		2576	462																			3038	N	
Syria										9990	1355		2113	18641								32099	N	
Tanzania							706	10251	2612													13569	N	
Tunisia									1828													1828		
Zimbabwe				3052																		3052		
																						170396		
Year Total	243	7784	462	4505	8434	3466	20969	30327	9828	10328	8253	3828	2113	18641	12745	3003	16082	538	3273	4822	752	170396	113738	