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**References**
Foreword

I would like to begin this message by congratulating the Ministry of Information and Broadcasting and the supporters of community radio for the Impetus to the Community Radio Movement in India. The increasing number of operating community radio stations, many of which are NGO-managed, compels us to think about the sustainability of the CR stations.

Sustainability is a major concern for all community radio activists, supporters, policy makers and practitioners. Since the policy changes introduced in 2006, UNICEF India has been a keen supporter of the Community Radio movement. We are supporting the setting up of a number of stations in parts of the country and we are engaged, along with our NGO partners, in addressing effectively the issue of sustainability. We understand that a station has capital and recurring costs, needs human resources for programming and running the station and at the same time needs to be relevant to the community, being the voice for the excluded groups.

To understand the issues and learn from the experiences of functioning NGO-supported stations, in August 2011, we partnered with CEMCA to investigate critical sustainability dimensions – programme, technical, human and financial. We are now happy to share the findings, synthesized into this publication that recommends some practical actions that stations can immediately take to be more sustainable.

We thank all the CR stations who have come forward, participated openly and shared the relevant data to contribute to the study. The study – called Abiding Voices – provides actionable ideas for sustainability. I hope that the study and recommendations will guide all stations and we would be happy to hear from you and receive your feedback on the study.

\[logo\]

Pablo Mifsud
Chief, Communication for Development, UNICEF
10th April 2012
Acknowledgements

A project team, comprising R Sreedher, Alka Mathotra, K K Sundaram and Hari Dev Arya, undertook the exercise of preparing a status report on community radio movement in India. The latter two, veteran former officers from audience research of All India Radio, deserve special thanks for their co-operation and unstinting spirit of conducting serious research into a relatively marginal sector of popular media. The team is grateful to a number of local language knowing field investigators.

We are thankful for UNICEF India in catalysing this study and Dr Paolo Metakopulos, UNICEF India, for writing the foreword.

We are also grateful to all community radio stations that generously shared data and experience. Thanks go to colleagues: R Thyagarajan, Rukmini Vemraju and Monica Sharma; for their valuable time and advice. On record is appreciation to Hema Priyadarshini and Rupica Saxena for helping in compilation of documents, and Geetha Nambisan and Satish Nagaraaj for compiling and integrating the report which formed the basic source for writing this book. Most sincere thanks go to Shobhit Jain for copy-editing and some analytical and explanatory additions to the introductory chapter of this publication and thus shaping the CEMCA-UNICEF report into a book for circulation in public domain. Our thanks to Arvinder Chawla for designing the book and preparing the camera-ready-copy of Abiding Voices and to M/S Swaradha Typesetting for printing it in record time. Finally many thanks go to Jayalakshmi Chittoor for preparing the matrix given in the book as Annexure V and for compiling Compendium 2012: Community Radio Stations in India 2012 as the book. Abiding Voices, has freely borrowed photographs from her publication and to Charu Sharma for ensuring that the corrections as suggested were put in the right place and also for helping the printer to compile and set the photographs in the book. Without their help this book would not have been complete.
**Abbreviations**

ADVTS—Advertisements
AIR—All India Radio
AMARC—Association Mondiale des Radiodiffuseurs Communautaires (A French acronym for World Association of Community Radio Broadcasters)
AMC—Annual Maintenance Contract
ATMA—Agricultural Technology Management Agency
BMC—Brihan-Mumbai Municipal Corporation
BPO—Business Process Output
CMRC—Community Managed Resource Centres
CEMCA—Commonwealth Educational Media Centre for Asia
CKA—Char ani ki Awaz
CRA—Community Radio
CRM—Community Radio Movement
CRR—Community Radio Reporter
CRS—Community Radio station
CSR—Corporate Social Responsibility
DAVP—Directorate of Advertising and Visual Publicity
DEF—Digital Empowerment Foundation
DRR—Disaster Risk Reduction
DEF—Digital Empowerment Foundation
DG NRHM—Director General National Rural Health Mission
DRDA—District Rural Development Agency
GPA—Grant of Permission Agreement
IT—Information Technology
KSCSTE—Karnata State Council for Science, Technology and Environment
IB—Ministry of Information and Broadcasting
MLA—Member of Legislative Assembly
MPLAD—MP’s Local Area Development
MYRADA—Mysore Resettlement and Development Agency
NABARD—National Bank for Agriculture and Rural Development
NDCR—Namma Bhavan Community Radio
NDCRS—Namma Bhavan Community Radio Station
NGO—Non-governmental Organization
NOVIB—Nederlandse Organisatie Voor Internationale Bijstand
NREGA—National Rural Employment
NTPC—National Thermal Power Corporation
OB—Outdoor Broadcasting
PARD—People’s Association for Rural Development
REACH—Rural Entrepreneurship for Art and Culture Heritage
RJ—Radio Jockey
RTI—Right to Information
SC—Scheduled Caste
SEWA—Self Employed Women’s Association
SHG—Self Help Group
SMART—Seeking Modern Applications for Real Transformation
SMS—Short Message Service
ST—Scheduled Tribe
SWRC—Social Work and Research Centre
UNESCO—United Nations Educational Scientific and Cultural Organization
UPRA—Union Park Association
WPC—Wireless Planning and Coordination
Chapter 1

Introduction—the Issues and Prospects of Community Radio Movement in India

"It (community radio) is called popular or educational radio in Latin America, rural or local radio in Africa, public radio in Australia and free or associative radio in Europe. All these describe the same phenomenon - gaining voices and democratizing communication on a community scale. Community radio, although taking on diverse forms depending on its surroundings, remains a type of radio made to serve people; radio that encourages expression and participation and that values local culture. Its purpose is to give a voice to those without voices, to marginalized groups and to communities far from large urban centers, where the population is too small to attract commercial or large-scale State radio." Michael Delorme, World Association of Community Broadcasters (AMARC).

It seems too early to analyze the contribution of community radio movement to grassroots participation and people to people circulation of ideas,
which go a long way to reinforce democratization of communication and in turn work for equitable power relations in society. Therefore, the focus of *Abiding Voices* is to mainly discuss the current trends and ways of invigorating CRI in India.

**Community Radio Movement**

Community radio (CR), a broadcasting facility that serves various concerns of the people in a particular geographical area, is a popular means of communication about common interests of the local people. In developing world even in the twenty-first century, radio comprises the main source of mass communication for the large majority of people and therefore it is not surprising that the non-governmental organizations (NGOs) working in development sector and educational media institutions are the main agents of spearheading a community radio movement (CRM). In February 1995, the Supreme Court of India announced in one of its judgments that airways are public property and this blazed a trail for CRM to take roots in the country. Subsequently, some educational radio stations initiated their broadcasting services at institutional campuses.

Community-based programming took root in different parts of India, with the purpose of empowering communities through access to information and communication skills. Five years later in year 2000, the Government of India announced its community radio policy and in 2002, the government decided to allow reputed educational institutions to set up and run radio broadcasting stations.

After another four years, the Government formulated its radio policy and issued on 16th November 2006 a new set of guidelines (see Annexure VI) that would permit NGOs and other civil society organizations to own and operate radio stations.

The main idea of the revised policy is that community radio stations would aim to represent interests and voices that have almost no place in the

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1. For detailed information on the subject see [http://miib.nic.in/amination/POLICY/frames.htm](http://miib.nic.in/amination/POLICY/frames.htm)
3. In addition, the government auctioned commercial or private FM radio broadcasting licenses to private operators. Individuals and commercial enterprises controlled them and provided entertainment programmes designed primarily for profit.
mainstream and commercial radio. The guidelines endorse greater participation of non-profit NGOs and civil society bodies and encourage them to apply for licenses to use airways for broadcasting. Within two years of announcing its revised policy guidelines, the government received 297 applications for licenses. This included 105 applications from educational institutions; By 30th November 2008 there were thirty eight community radio stations (CRSs) operating across India, run by NGOs and educational institutions and on 1st December 2011, this number had gone up to one hundred and twenty-five.

The growth of community radio in India has been remarkable in the last five years. Besides many university campuses, some NGOs and other civil society organizations now run their CR stations (CRSs). Many more are in the process of obtaining licenses for running such broadcasting facilities. However, not all stations are working exactly according to the guidelines laid down by the government. While some stations are doing good service to their communities without bothering much about earning profits, many others are limping to fulfill their obligations to the community.

**Current Status of Community Radio in India**

Community Radio (CR) is, in theory, a powerful medium that gives voice to the voiceless, serves as the mouthpiece of the marginalized, and is at the heart of communication and democratic processes within societies. It is a matter of research to find out if this medium of communication is in reality as sustainable as is claimed. A field work-based six-month project of CEMCA-UNICEF studied during August 2011 to January 2012 the broad picture of the current status of community radio in India. It focussed on issues related with different aspects of sustainability of community radio in India and collected detailed information from select community radio stations across the country. These case studies of CEMCA-UNICEF project report disclose a fascinating story of diverse paths of community radio movement in India.

The idea of publishing *Abiding Voices* is to bring this story into public domain so that those serving their communities feel encouraged to set up more community radio stations in the country and the existing ones gain more confidence and sustain their good practices.

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1. Compendium 2012 of Community Radio Stations in India has recorded one hundred and seventy-six Indian community radio stations in India (see Chartow 2012: 262-272).
Community Radio as a Tool for Social Change

The concept of public broadcasting system received a fillip when community radio was brought to India to give radio a more localized touch, creating it as a tool for social change. Government of India's directive principle of community radio (see Annexure VI) is to serve geographical communities and communities of interest more precisely. The community radio stations (CRSSs) are slated to broadcast programs that are popular and relevant to the local community but are often overlooked by public broadcasting radio stations. A CRS is operated and owned by the community it serves. It is driven by the motive of social benefit rather than profits. Thus community radio functions with a specific objective to serve the community in personalized ways, with focus on the involvement and participation of the community in the production of content.

Clearly, it is useful to state what we mean by the term 'community' for examining the efficacy of community radio in terms of its objective of serving community interests and proving itself as a tool for social change. In broad terms, community is a social, religious, occupational, or other group of any size and generally its members live in a specific locality. Its members share common characteristics or interests, as well as a common cultural and historical heritage. It perceives itself as distinct in some respect from the larger society within which its members live. In order to serve a particular interest, a community requires just and equitable access to all communication media. The communication resources such as airwaves are therefore a set of resources that need to be accessible to all members of a community. Community radio movement (CRM) in India is essentially about sustainable utilization of this accessibility now made possible by the official policy guidelines issued by the Government of India. Providing a voice to the marginalized and the unheard in rural and urban sectors of the country requires a consistent effort with the aim of increasing the growth rate of CRSSs in the country.

Community radio in India had earlier borne radio programs that were narrowcast using tape recorders and satellite radio, or aired through public service broadcasters. With the advent of government policy, it has now become possible to set up CR Stations that broadcast to an audience within a demarcated coverage area. By definition these stations cater to a limited audience, creating them as celebrities in their own localities, and allowing them the opportunity to address their own concerns powerfully. The medium offers an opportunity to people, especially youth in urban slums, to
participate in development programs relevant to them. This medium of grassroots communication is extremely relevant in today’s world dominated by global media conglomerates that seek to impose alien values and cultural norms. The voice of people, their culture and aspirations are reflected through CR, and this in turn leads to a larger lishtership.

Besides dealing with social problems and entertaining local people, CR also acts as an intermediary between the Government and the local masses. It has played a significant role in bridging communication gaps between the Government and local people. In fact, CR has indeed proved to be one of the best media of communication at the grass-root level.

The CR stations play a pivotal role in making the people aware about their basic rights: entitlements and duties, while providing a strong platform to freely disseminate ideas amongst the community. CRSs thus become one of the important instruments in strengthening ‘Rights to Freedom of Speech and Expression’. While each CRS’s approach to broadcasting depends on its nature, size and objectives, what all CRSs have in common is a pledge to enhancing the sustainable access of the target communities to information, participation and entitlements. It is the interplay of these factors that informs diverse outcomes in a dynamic social, financial and political landscape.

Analytical Perspective

Following instances show the nature of impact community radio is receiving as a tool of social change in India.

UNICEF with a major mandate of implementing the UN Millennium Development Goals (MDGs) is engaged with CR stations from 2006 onwards. Starting with an initiative at Lalitpur with an NGO based CR Station it has embarked on setting up CR stations with identified NGOs in seven of the most backward districts of the country. In addition, UNICEF is keen to make community radio stations sustainable in the course of a few years.

It has been said that there is the need to educate the masses, create awareness, at the grassroot level. We may also consider the possibility of learning from the so-called uneducated masses when community radio movement gains momentum in India and their adding voices tell us what to learn from them in terms of preserving our environment and surviving despite worst conditions of living.

Though the number of functioning CRSs in India has now distinct signs of going up, the sustainability factor remains a major concern to all CR activists, policy makers and practitioners. *Abiding Voices* is an attempt to discuss various dimensions of this aspect of running a CRS and therefore its case studies—highlights it in bold and underlined font. The Latin word sustineo (tenere; to hold; sus; up) is the root word of sustainability and the concern with the ability to hold up something that is in one’s possession calls for action to maintain a certain process. ‘Good practices’ discussed in case studies of select CRSs in *Abiding Voices* show aspiring CRSs the way to hold up their activities related to broadcasting and thus utilizing community radio facility as an effective and popular medium for people in general and for rural and underserved urban citizens in particular at the same time. Identifying ‘bad practices’ in description of case studies in *Abiding Voices* shows what to avoid for successful functioning of broadcasting activities. In a developing country like India there is a constant flux of conditions in which if a CRS is unable to sustain its activities at some point of time it will cease to exist. For social, cultural and economic reasons, as explained above, it makes good sense to try and sustain activities like community radio. If community radio activities are worth continuing then their short size of a CRS is a matter of great concern. In this sense the idea of pursuing longevity of a CRS as a final goal is highly appropriate.

It is of little use to pursue the sustainability factor as a mere process of achieving minor gains here and there. Of course, achieving this destination does not imply that one cannot revise one’s notion of what long-term maintenance of a CRS means at a particular point of time in a particular geographic space.

The analytical framework of sustainability in *Abiding Voices* draws on and connects with broader meanings of the term. In the context of community radio, the term refers to four broad categories as its key elements that go into determining the survival of CR stations in India. These are: i) program sustainability, ii) human and social sustainability, iii) financial sustainability, and iv) technical sustainability. It is important to bear in mind that each of the four categories remains in an organic relationship with other categories, as a minor loss or gain in one aspect affects the condition of other aspects of sustainability. The following four sections elaborate what each of its four key elements subsumes.

7 Generally, in the context of community radio sustainability refers to only the funding aspect of broadcasting activities (for example, see Pavanala and Malik 2907, 48, 46, 54, 60, 64, 68; and 76).
i) **Program Sustainability**

Under program sustainability the variables include:

a) hours of broadcast,

b) language of broadcast,

c) program formats and packaging,

d) themes,

e) role of the program management committee,

f) feedback mechanism,

g) systems for content monitoring, and

h) sourcing of program and final recording.

All of these variables contribute to program sustainability.

The main factor that keeps a radio station alive in the hearts of listeners is its program content. The popularity of the station is directly proportional to the extent to which the programs are able to relate to the audience and address their real life issues and problems, and celebrate their lives and accomplishments. This in turn is determined by the producers of the program, that is, who designs the programs and who the presenters are. The more listeners participate in the process of creation, the more they ‘own’ it, rendering it powerful in its ability to strike a familiar chord. Listeners also find comfort in the company of people who speak the same language/dialect.

Their relevance and applicability in the lives of listeners determine the program sustainability. The credibility of information provision also goes a long way to determine it. Other factors that affect it are:

- continuity in the flow of new content and ideas reflected through creative formats (interest and entertainment);

- the emotional ‘connect’ (loyalty) that the programs evoke; and

- preservation of tradition while inspiring change and liberal, progressive thought and action.

ii) **Human and Social Sustainability**

The key factors that contribute to human and social sustainability are the presence of a team of paid staff, their recruitment and retention, as well as the committed involvement of volunteers. Regular training and capacity building of the station staff, and motivation are other important factors for the human and social continuity of a CR station.

The goal of community radio as a platform of, for, and by the community for promoting the “voice of the voiceless” inspired the 2006 official policy
guidelines to set up CRSs across India. Questions pertinent to community ownership, management and participation are increasingly gaining urgency in the successful operation of community radio stations.

The elements of human and social sustainability include volunteer mobilisation, their training in radio production, equipment maintenance, and honing of understanding and perspective on various issues. CR stations have voiced difficulties in sustaining the interest and participation of "volunteers" and members of the community to address the participation issue. For this reason, the community radio station needs to be an integral part of the community life. The community needs to regularly ascertain the credibility and worth of the community radio station in their lives.

The role of the NGO in this scenario is that of a co-ordinator, trainer, facilitator and mentor. In this context, the sustainability of CRS is closely connected with the recruitment, training and retention of the core station personnel, their attrition levels, dedication, level of satisfaction at work, as well as the inspiration and motivation that they carry to their audience in the community.

III. Financial Sustainability

Since the setting up of the first CRS in India, the funding scenario has evolved a great deal over the years. It has now become possible to receive funding from a large number of sources if the CRS makes the effort to act on the leads it gets. Fund raising activities are not explicitly factored into the terms of reference (TORs) of a CRS team; it is mainly for the Station Manager, the CR team and the Program Committee to participate in this activity.

An adequate financial base is vital to enable both the survival and growth of a CRS and to a certain extent all other categories of sustainability are in one way or other vitally linked to financial sustainability. All the same the sustainability factor of a CRS cannot be reduced to its financial funding alone because the potential of CR to strengthen democratic and "inclusive" paths to development opens up prospects of grassroots organizations which may obtain licenses to set up CRSs for promoting community interests of achieving better health and education.

As already pointed out, community radio as a system provides a platform for the voiceless and marginalized sections of society, especially in poor and remote parts of the country. These communities and the NGOs that work with them may not have adequate financial resources to meet the infrastructural costs. They rely on donors and funding organizations to help them out with this aspect of sustainability.
Further challenge lies in the operational cost for running the CRS. The CR station has to raise its own resources to meet the operational costs, and this is variously done by seeking contributions/donations from the community, generating income through commercial advertisements and through content relationships with government sponsorships.

VII) Technological Sustainability

The elements of technological sustainability include:

1. Availability of annual maintenance contract (AMC);
2. Insurability;
3. Availability of electric power;
4. Ability to fix minor and major malfunctions of equipment;
5. Revamping technical aspects; and
6. Location of the transmitter.

Technological sustainability is a critical factor in the lives of CR stations. The CRSs must ensure non-defective broadcast and high-quality recording of programs. Many CRSs are often constrained by limited resources and cannot go in for highly sophisticated transmitters or equipment to maintain quality of production of programs and broadcast. The community may not have technical personnel nearby.

Factors that affect technical sustainability include the cost of infrastructure and equipment, availability and promptness of after-sales service and effective functioning of annual maintenance contract (AMC), insurability of equipment especially in disaster-prone areas, availability of a backup transmitter, and the technical training of station staff and volunteers to regularly maintain the equipment and remedy causes of basic troubleshooting.

Research Objectives and Methods

The CEMCA-UNICEF field-based study of select community radio stations in India had the aim of identifying the ‘good practices’ and ‘strategies’ for achieving their sustainability so that other stations could emulate such practices for effective and meaningful performance.

The CEMCA-UNICEF project team made an in-depth study of four broad aspects of sustainability, namely, program content; human, technical, and financial resources of CRSs and collected base data of twenty-seven CRSs after administering a preliminary questionnaire. The team reviewed its base data for selecting ten CRSs, five from the north and five from the south of
India (for details see Table 1) and then developed detailed schedules of questions for CR station managers, CR reporters and potential advertisers (see Annexure I to Annexure V for various schedules). To facilitate better communication, conduct and recording of all interviews was in the local language and later there was transcription and translation of the interview recordings. To protect individual views on the subject there were interviews with particular informants. The analysis of data took into account the general trends that emerged from individual and group interviews.

The study was exploratory in nature; it was intended to harvest the lessons learnt and dimensions of CR station management that contribute to or constrain the sustainability of CRSs. It focused on the aspects that could affect longevity of CR station, without getting into any evaluation of the performance of the station. The team did not use any tools of quantitative data collection and there were special efforts made to frame the questionnaire and interview schedules to yield qualitative data.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the CR Station</th>
<th>Name of the Parent NGO</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Radio Maton</td>
<td>Wayanad Social Service Society</td>
<td>Kerala</td>
</tr>
<tr>
<td>2</td>
<td>Radio Mewat</td>
<td>Seeking Modern Applications for Rural Transformation (SMART)</td>
<td>Haryana</td>
</tr>
<tr>
<td>3</td>
<td>Namma Ooru</td>
<td>Myraid Video</td>
<td>Karnataka</td>
</tr>
<tr>
<td>4</td>
<td>Deccan Radio</td>
<td>Deccan Development Society</td>
<td>Andhra Pradesh</td>
</tr>
<tr>
<td>5</td>
<td>Sammutyak Prinao Radio</td>
<td>SEWA</td>
<td>Gujarat</td>
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<td>6</td>
<td>RARDI Vanoli</td>
<td>People’s Association for Rural Development</td>
<td>Tamil Nadu</td>
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<td>7</td>
<td>Chandni ki Aawaz</td>
<td>Bunkar Vikas Sanstha</td>
<td>Madhya Pradesh</td>
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<tr>
<td>8</td>
<td>Jago Multibai</td>
<td>Union Park Association of Banda, Khet Bawari, Khair</td>
<td>Madhya Pradesh</td>
</tr>
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<td>9</td>
<td>Tioga Community Radio</td>
<td>The Social Work and Research Centre</td>
<td>Rajasthan</td>
</tr>
<tr>
<td>10</td>
<td>Kamjat Samugga Vanoli</td>
<td>Othin Foundation, Negapattinam</td>
<td>Tamil Nadu</td>
</tr>
</tbody>
</table>

Table 1: The CR Stations Selected for Detailed/Depth Analysis
Observations and informal discussions further added to qualitative database.

**Limitations of the Study**

The researchers identified some of the following limitations of the study:
- The number of operating stations was limited to ten only.
- Due to paucity of time, it was not possible to carry out a detailed technological review of CRSs selected by the team.
- The research lacks quantitative data with regard to the CRSs selected for the study.
- The gender dimension, that is, the number of women playing different roles in CRSs and the conditions that enable their contribution, leadership, and empowerment, is an area that requires detailed exploration and this study does not cover it under its scope.

**Why Abiding Voices?**

The study opens up the need for further review of CRS variables, including the criteria and benchmarks for selection of equipment as well as the training modules and knowledge resources that can be made available to CR teams towards enhanced growth and sustainability.

It is a recognised fact that community radio today exists in a dynamic context of changing development priorities and shrinkages in the overall conditions of downturn in global economic order. There is a need to recognize that the community radio sector has limited financial resources which in turn call for newer strategies and thinking in terms of resource mobilisation and management of social sustainability.

Social sustainability is closely linked to community participation, ownership and progress and financial sustainability is a concomitant factor with social, institutional and political environments. The CEMCA-UNICEF project has revealed that in India, many NGOs and community-based organizations are finding it difficult to run CRS stations in a sustainable manner. The Community Radio Policy of the Ministry of Information and Broadcasting, Government of India, includes some stipulations to enhance social and human sustainability; and there are several technical organizations that provide assistance through training, monitoring and evaluating, and troubleshooting. Yet sustainability of CRSs is at best still a heuristic exercise as there is no model and no systematic understanding of the elements that can ensure the longevity of a CR station.
To date there has been no study of sustainability of CRSs in India. The
CRSs hold the potential of strengthening grassroots level mechanisms for
participatory governance and democracy and such a study could provide
critical insights for their effectiveness and survival. Since 2000, with a major
manoeuvre of implementing the UN Millennium Development Goals (MDGs),
UNICEF has engaged with CRSs. Starting with an initiative at Lalitpur an
NGO-based CRS, and UNICEF has embarked on setting up CRSs with
identified NGOs in seven of the most backward districts of the country.

UNICEF is keen to make community radio stations sustainable in the
context of a few years. CEMCA-UNICEF project has documented available
experience in the form of case studies, which highlight success stories of
CRSs in India and deal with the sustainability factor of the CRSs. The case
studies of select CRSs in Aiding Voices aim at fulfilling this need to a basic
extent. Next chapter of this book presents case studies of select CRSs, with
the project team’s findings under each category of sustainability.

A comprehensive matrix of the contributing factors and the constraints
faced by each CRS is available in Annexure V. The case studies lay
through a detailed contextual analysis of a limited number of CRSs and
bring up to understand complex issue of sustainability. These case studies
have on the one hand given a vivid picture of real-life situations and on the
other hand provided the basis for the application of ideas. Empirical
investigation of contemporary CRSs within their real-life contexts is based
on multiple sources of data.

Critics of the case study method may like to dismiss it because of the small
number of cases studied. A carefully planned and drafted study of current
issues and problems can however prove to be quite useful as an
explanatory tool and case studies of select CRSs have shown how non-
profit organizations endeavour to achieve sustainability of their community
broadcasting enterprises. The project team made special efforts to
determine and define research questions; select the cases; determine data
gathering and analysis techniques before collecting data in the field. Collection,
evaluation and analysis of data as well as preparation of the report have preceded the publication of Aiding Voices. Expectations of
applicability of case studies to sustainability issues of contemporary CRSs
have led us to bringing our findings to public domain. We hope that the
results of our case studies relate to everyday experience of the readers of
Aiding Voices and offer an understanding of the complex issue of
sustainability of CRSs in India.
Chapter 2
Case Study 1
Radio Mättoli, Wayanad District, Kerala

Background
Community Radio Mättoli (90.4 MHz) is an undertaking sponsored by the Wayanad Social Service Society, Wayanad District, Kerala State, that was established as an NGO in 1974. Radio Mättoli Community Radio Station (CRS) was launched on 1st June 2009. It currently broadcasts for 16 hours every day, from 6 am to 10 pm; out of these, about 11 hours comprise fresh programs while 5 hours constitute repeat broadcasts. The CRS covers 49 revenue villages and nearby towns. The radio signals cover 85 per cent of Wayanad District, reaching out to a population of 816,558. The quality of reach is considerably good. Around 600,000 people listen to Radio Mättoli, especially in the morning hours.

As indicated earlier in the introduction, each case study enumerates the four sustainability aspects of the community radio station under consideration.

Program Sustainability
Radio Mättoli aims to inform and engage different communities of Wayanad District, in particular the tribal groups (Adivasis) and farmers, and to empower women and children through programs
that are of immediate relevance to them. It produces a wide variety of programs to cater to the needs of this diverse audience. In the local language and indigenous dialect and uses a range of formats from talk shows and discussion to skill and interview. Thematically, emphasis is placed on education, culture, development, agriculture, health, environment, and social welfare. When listener feedback indicated a strong preference for film and folk music, the CRS responded by paying royalties to music companies to incorporate these. Of course, the CRS produces some local folk music programs by utilizing the local talent.

The involvement of trained community volunteers in radio production is another important aspect that enriches and enhances the content. The CRS especially provides marginalized communities opportunities for self-expression through their engagement in planning the content, developing scripts, deciding formats and broadcasting programs. In addition to variety, this step facilitates the inclusion of a sense of ownership and participation, adding longevity to the CRS through heightened popularity and generated demand.

Now follows the discussion of the key elements and conditions that enable the CRS to broadcast 11 hours of fresh programs every day.

1) Program Advisory Committee/Management Committee

The CRS has formed an Advisory/Management Committee with 19 honorary members from all walks of life. It includes representation of different religious groups, panchayat leaders, senior citizens, social workers and women. Members have tenure of 2 years. All of them are honorary members with no salary.

The Management Committee of Radio Mättoli meets once in three months. It engages in content generation, expansion and revenue generation and helps in periodical planning and evaluation of the CRS. It contributes on content and quality aspects of program design and also supports in the organisation of team/group meetings and networking.

2) Innovative Program-Linking

The vast repertoire of programs broadcast by Radio Mättoli reflects vibrant community operated activity that addresses the intellectual, emotional, physical and practical needs of the diverse audience of Wayanad through innovative sponsored programs and community partnerships. Mättoli School Clubs open up avenues for school children to express their concerns, hopes, aspirations and talents. "Jan Vēyi" gives voice to the

*For the list of committee members see CEMCA UNICEF CR Project: 2012-81*
underserved and the marginalised. It compels the duty-bearers to take corrective action. Daily broadcasts on historic importance of the day (Ditee Vinthănîm) and special programs on national and international commemoration days/weeks are widely listened to. ‘Letter Box’ is a fortnightly episode that broadcasts feedback received from listeners. The women from local community prepare Vanitana Mättoll (a women’s program). Adivasi volunteers prepare and broadcast ‘Thundi Chehûm’, a daily program in indigenous dialect. This program gives prominence to cultural diversity and rich experiences of Adivasis. Issue-based programs on birthday greetings, labour bank, etc. are some other innovative programs that attract and build strong connections in the listener community. Radio Mättoll’s innovative program line-up truly reflects the creative nature of communication that the CRS generates for keeping alive the interest of its listeners.

Radio Mättoll is the only CRS in India to provide online access to its radio programs from 6:00 a.m. to 10:00 p.m. at its website www.ruomattoll.com. The online medium has far reaching potential in terms of the CRS ability to connect beyond the boundaries stipulated by distance and locale. The audience may not perhaps be the primary audience i.e., the locally identified communities rather it could constitute potential funders, evaluators, monitors and audiences, all of whom can contribute to the sustainability of the station with their inputs and resources.

4.1 Government Schemes and Programs

The CRS sees a great role to play in publicizing the socio-economic and developmental programs/activities of Government. It gives wide publicity to information on differentGovernment activities and other schemes, received from the Public Relations Department of the Kerala Government given and enables the listeners to achieve more benefit from them. These include location-based, that is, field-based programs where reporters engage with listeners and officials of various agencies.

4.2 Impact Monitoring

Audience responses and feedback provide the best measurements of program sustainability. Radio Mättoll obtains this through telephone calls, personal contact and case studies. Apart from this, it conducted a field survey in Waverid District with minimal financial investment, using the help of volunteer enumerators from the Mary Matha Arts and Science College and Government Arts College, Mannanthavady. This survey provided invaluable
Information (see Box 1) to Radio Māttolī management. For example, its initial baseline survey had indicated that the majority wanted film songs, but this survey held after two years of broadcasting showed that a majority of listeners preferred agricultural programs.

The survey revealed that Radio Māttolī covers about 85 per cent of Wayanad district. The total population of the district is around 8,16,588; nearly 75 per cent listen to Radio Māttolī, of whom over 200,000 people listen to its programs daily. It may be noted that only few radio signals reach the hilly area and in a way the Community Radio Station Māttolī enjoys monopoly.

According to this survey, agricultural programs attract 32 per cent of the listeners.

**Box 1: Some instances from the lives of the listeners, reflecting the extent of the impact of Radio Māttolī**

Radio Māttolī is the only electronic media in Kerala airing programs daily in indigenous dialects. It has given greater visibility, recognition and respect to tribal males, culture and identity. As a result, for the first time in Kerala’s history, Amalass dialects were used for electioneering in Wayanad district, during the Panchayat elections of 2010.

In one of the Jan Vani programs, we aired a written complaint from one of our regular listeners who protested against certain posters denigrating women in bus waiting sheds and on the walls of the Panchayat's Bus Stand. This brought pressure on authorities concerned and the grievance was promptly redressed, with compliance report to Radio Māttolī in writing. All the posters were removed and walls were repainted.

The Rubber Board had denied subsidies for replantation of rubber to eight revenue villages in Wayanad district. When Jan Vani took up the matter in public interest, there was a quick response from the Rubber Board, which reinstated the subsidy and extended the scheme to the deprived too. A farmer thanked Radio Māttolī for the grant of Rs. 25,000 that he received from the Rubber Board.

During the last decade (2001-2010) Wayanad district faced a state of farmers’ suicide initially due to crop failure and price crash. A radio drama we broadcasted instilled new hope and motivation to a young woman to hold on to life despite heavy odds. In an anonymous letter to the Station Director she said, “The very day I planned my suicide, Māttolī broadcasted that radio drama, and it is only because of Radio Māttolī, I am alive today.” A year later she wrote again partially revealing her identity, saying that now she is happily married and employed as a teacher in the neighboring district. She requested the CRS to repeat that episode during a specified week to synchronise with her planned holiday at home. Radio Māttolī repeated it not once, but thrice—so as to make sure that she did not miss it.
### Overcoming Challenges

a) Lack of resourceful persons for production of programs: Radio Māttoli sought help from All India Radio Stations at Cochin and Calicut, to train the community volunteers in radio program production and presentation, including dubbing and editing.

b) People's demand for film songs and entertainment programs: The station introduced folk songs and cultural pieces by local artists. It introduced film music programs by paying royalty to the relevant institutions. It took special care to produce radio programs in an interesting and entertaining manner to capture and maintain public interest.

c) Maintaining the quality of programs: Radio Māttoli ensured program quality through constant monitoring and evaluation by an Internal Quality Monitoring Committee. Its volunteers received advanced training inputs to produce quality programs.

d) Diffidence and fear about radio programs: Demystifying radio concepts of people by encouraging visits to the radio station and informal recording of programs raised the confidence of local producers to produce programs efficiently and in an interesting manner.

Radio Māttoli used the above strategies to overcome challenges that it encountered since its inception in 2009.

### Human and Social Sustainability

Human sustainability is a potential challenge to any enterprise in the social arena, where remuneration is low and challenges are many. The largest asset of the Radio Māttoli is its popularity and goodwill in the community. There is a sense of ownership that comes from being involved in all activities of the CRS. Also, the station is working with a strategy of building a dedicated and motivated team of full-time paid employees, even while it engages community volunteers on a regular basis. The following key elements keep the station alive and bustling with new energies and new programs:

1. **Involvement of the Community**

During the first three years of its existence, Radio Māttoli organized thirteen workshops, attended by about 700 people, including those belonging to scheduled caste (SC) / scheduled tribe (ST) communities. The Community Radio Station broadcast programs in Malayalam and the local dialects of the
community. Teams of volunteers work for content generation and program presentation with the support of trained personnel. The staff members, who were trained for the purpose, give technical assistance to volunteers. To date, the schools of Wayanad District have established ninety-three Mottoli stations.

4) Recruitment and Retention of Core Team

Radio Mottoli's core staff comprises of eighteen members. The staff members are academically well endowed with qualifications ranging from articulates to post graduates and doctorates. Some team members have also technical qualifications. While almost all of the team members have training in production, presentation and anchoring of radio programs, each member is assigned to a core responsibility like coordination, production, office management, public relations, editing, broadcast management, and technical maintenance. Working hours range from eight to thirteen hours. The salary package ranges from an honorarium of Rupees 2500/- for CRR's, and Rupees 15,000/- per month for the coordinator. As the remuneration to the staff members is on par with the local employment, the staffing is low.

The Community Radio Reporters (CRR) feel satisfied with the compensation offered by CRS and they willingly provide services beyond the call of duty. Evidently, the team is dedicated and inspired and consider their work to be a significant and relevant contribution to society. They are satisfied with the work culture of Community Radio Station as they have full freedom of working and Radio Mottoli takes into consideration their constructive suggestions. Its management ensures their welfare and provides opportunities for challenging assignments and good teamwork. It is satisfied with the performance of the Community Radio Reporters in terms of anchoring, producing, editing/auloring, outdoor coverage, marketing, etc. However, it was felt that running the Community Radio Station with volunteers is a better proposition because their services are not based on any monetary gain, but are based on service motive.

5) Training

Almost all members of the team are trained in production and presentation either by the local seniors or by competent persons from outside.

6) Financial Sustainability

Initial investments for setting up and furnishing of Radio Mottoli were through foreign contribution. Conferenza: Episcopale Italiana made the initial contribution. For running the Community Radio Station, the station...
receives financial support from government/ non-government agencies like Canara India, NABARD, Agricultural Technology Management Agency (ATMA), Indian Coffee Board, Kerala State Council for Science, Technology and Environment (KSCSTE), Kerala State Horticulture Mission, National Human Rights Commission, Central Ministry of Culture through Kalakestmam Foundation and REACH, an NGO based in Chennai. The capital investment incurred during the year 2011 was 48 per cent on equipments, 28 per cent on studio setup, 17 per cent on acoustic facility and 7 per cent on feed-forward/ impact study. However, recurring expenses in August 2011 indicated a significant shift with much higher staff cost, which was about 73 per cent of the total monthly expense, while 15 per cent was spent on volunteers and 12 per cent on electricity. It is little wonder then, that the CRS feels the need for increased engagement of volunteers to achieve a better balance between “paid” programmers and “passionate” ones.

Following key elements contributed to the financial well-being of the CRS:

1) Advertising Revenue

Since Wayanad is the most backward district in Kerala, with no industries and big business, the CRS succeeded in raising only nominal commercial revenue. There is revenue through advertisements though not significant. Some of the advertisements are from private firms and others are from Government agencies. Although there was no commercial revenue generation wing with the CRS, all the employees of the Community Radio Station do contribute their might for revenue generation. The CRS looks forward to advertisements from DAVP and Public Relations Department of Kerala State for sustainability, as its monthly expenditure for staff salary, incentives to volunteers, administration and routine office maintenance is around Rs. 150,000.

2) Project Funding

The CRS has approached the Government and NGOs for project funds. It took steps to get empanelled in the Media List Information and Public, and its attempts were highly successful.

3) Specialized Programs

At Radio Mālāl, there are many programs sponsored by various government agencies like NABARD. This reduces its economic strain. The other supporting institutions include Canara India, Ministry of Information and Broadcasting, EC Project Fund, Montreal University, NABARD, ATMA, Coffee Board, Kerala State Council for Science and Technology, NHRC, and REACH.
iv) Future Planning

The CRS proposes to initiate a three month certificate course in program production with the help of NABARD. It proposes to also focus on advertisements in product/services sectors like travel, eco-tourism, health/hygiene, jewellery, automobile, IT/ computer services and training/educational institutions. Another idea is to approach the Public Relations Department, as well as the Departments of Health, SC/ST Welfare, Agriculture and Animal Husbandry of the Kerala Government and Wayanad district, as all these can utilize the services of Community Radio Station for informing and educating the people especially the poor. Possibly it is not difficult to minimise the expenditure for running the CRS with the help of Managing Committee, voluntary workers, government agencies and combined efforts of the staff.

v) Technological Sustainability

It appears that technological issues prove to be the greatest bane in a CRS. Radio Māttoli has had its share of problems in terms of technology but has also managed to surmount these obstacles to maintain operations. Following strategies have worked in this context.

i) Training an in-house Team of Technicians

Radio Māttoli has a dedicated team of workers who are technically qualified and trained to maintain the equipment and solve minor problems.

ii) Power Back-up

The installation of a 5 KVA UPS has solved the problems of constant breakdown/erratic supply of electricity/voltage fluctuations. The CRS is now planning to install a 15 KVAAC generator.

iii) Safety Equipment

Natural disasters like lightning can cause fatal damage to equipment. The CRS has taken preventive measures to avoid this by installing standard protection equipment like lightning arrestors and circuit breakers. It has also taken an insurance policy for the studio and equipment.

iv) Breakdown Maintenance and Preparedness

So far the CRS has not faced any major technical problems like breakdown of transmitter, software, air-conditioner, recorder etc. However, since there is no facility for quick repair of the transmitter, a standby transmitter is in ready preparedness to face any unforeseen eventuality. At the same time, the CRS is in the process of finding solutions to unforeseen situations such as the breakdown of equipment due to natural calamity like lightning etc., or
replacing and updating equipment and software. It is laying with the idea of building up a corpus fund.

Policy and Practice

With regard to implementation of policy guidelines, Radio Māltoli has put in practice the following features. The CRS has effectively matched its programs to a wide range of listeners across the entire coverage area. Having identified key audience segments, it has innovatively crafted tailor-made programs to effectively cater to each segment.

The vast range of programs has come up with the active involvement of community volunteers who participate in the creation of content.

The impact of the CRS is seen through the experiences of listeners who have benefitted from the programs and through the symbiotic relationship between the station staff, volunteers and listeners/participants. In fact, the energy and enthusiasm of one mobilises the others into action and creation.

Themes are oriented towards development, education, social welfare, agriculture, local language and dialects, and local culture. The CRS has thus located itself in a strong socio-cultural context that is relevant and useful to the listeners.

The emphasis placed on content and its relevance and variety are key strengths of the CRS.

It has a well-managed, motivated, and dedicated CR team (staff members).

It has trained its staff and volunteers.

There are audience feedback mechanisms in place.

As already stated in the section on background, Radio Māltoli has a suitable location which is close to a BSNL tower. As a result, the transmitter is effective over the entire area and reaches almost 85 per cent of Wayanad District.

Summing Up

Though Radio Māltoli faced myriad problems in the course of its launch, to solve these it took continuous, untiring efforts and cooperation of the Managing Committee, teams and volunteers, networking and frequent visits to the national and state capitals. Today, the CRS is moving forward with very few problems in terms of content generation, program production, recruitment and retention of talented...
staff, training of personnel, electricity and finance. An effective Program Advisory Committee and a vast number and variety of programs that successfully cater to different categories of listeners constitute a positive outcome for Radio Māttoli. Its other positive outcomes is its engagement with a large number of actors including Indian and foreign; government, non-government, private actors; who are willing to fund the initiative through projects and partnerships. Finally, Radio Māttoli has achieved a high degree of technical preparedness.
Case Study 2

Radio Mewat, Mewat District, Haryana

Background

The Meo community of Mewat District is a convert caste par excellence. During the Mughal period, the Meo community accepted Islam and then it reverted back to Hinduism and once again returned to Islam. Thus, the community has a mixed culture of both the religions. But it is a closed community where dictates of Mullahs are still followed religiously. For example, hardly anybody owns a TV set in this area as the Muslim clerics are against it. Women are mostly non-literate and hardly allowed to come out of their homes. Ratio of girl child is declining rapidly in Mewat District as it is in other parts of Haryana.

Seeking Modern Applications for Real Transformation (SMART), an NGO, took up the work of bringing about a change in attitudes along with social and economic progress. The NGO had to tread very cautiously as the local administration advised it that there could be stiff resistance from the leaders of the community who used the pretext of religion to control the people. For SMART it was a gradual process of preparing the favourable ground for change.

In 2011, the Ministry of Information and
Broadcasting granted a license to run Radio Mewat. Sustained efforts are now bringing about behavioural change, and this is corroborated by the field reporters who belong to the same community.

UNESCO through NOMAD provided the station transmitter, which has a reach of over 500,000 people in a radius of twenty-five kilometers. Initially, Radio Mewat was broadcasting for two hours each in the morning and afternoon; it went up to six hours every day starting 1 April 2011, with a plan to raise it further to ten hours daily, by February 2012.

Program Sustainability

Radio Mewat relies on its deep understanding of the community, born out of collaboration over a decade, to create radio programs that reflect local aspirations. With no other radio station in the area, and ownership of television at less than 15 per cent, it provides a unique opportunity for education, entertainment and information. The CRS devised four independent program segments, namely, health, education, financial inclusion and social traditions. In addition to sponsored programs, it creates a lot of programs locally to reflect local concerns.

The radio station has adopted a step-by-step approach to expanding their program and all in this region believe that community radio is for their welfare. People throng the place when reporters go to the villages for recording. Village elders allow them to record as per the preference of the reporter. The following key elements go into making of the program sustainability at Radio Mewat.

Content Approval for All Recorded Programs

A script writer, who works with the field reporters to create interesting scripts, handles each script. No program goes on air from this station without thorough vetting of the script and careful editing. Since the community largely comprises orthodox and traditional Mew-Muslims, who form more than 90 per cent of the population, Radio Mewat takes care to ensure that content is sensitive to their sensibilities, and nothing controversial goes on the air.

Scripting Change

Owing to the lack of formal education, unemployment among youth prevails in the region and it results in relatively high criminal rates. With the belief that education can create an environment conducive to change, the local NGOs made successful attempts to convince elders to send their wards to schools. They encouraged parents to send their daughters to the government schools.
Radio Mewat strategically spoke against community committees (Kshat Panchayats) and contrary to the apprehensions, the community did not resist it vehemently. This was seen as a good omen of acceptance. The CRS also created programs to inform youths who had married against their parents’ wishes, to take shelter in government-run centers where they get protection and basic requirements for survival.

III Development Orientation

The community radio team maintains a good rapport with the government departments and works in tandem to propagate various development schemes and programs. As a result, people of the region can now access various development schemes. The people recognize that their access to benefits of government schemes depends upon the information disseminated by the CRS. The NGO Head reported that she is working for the community which is in real terms economically backward and has little scope for reaping the fruits of economic development.

Human and Social Sustainability

The station has seventeen staff members and ten field workers. Recognizing that the area was replete with talent, Radio Mewat decided to recruit local youth to run the station. However, it was soon evident that nobody would come forward as volunteer. Their background was weak and they had families to support. Better revenue prospects have induced a higher level of confidence within the staff as they are always involved in distribution of the profit by way of higher salaries. According to two field reporters, who worked at Radio Mewat, “The salary we draw from this station is very necessary for us as we both are married and have children. We come from poor family and our children need our support. We would not have joined this station, had there not been any salary support to us.”

The following considerations contribute to human and social sustainability of Radio Mewat.

1. Inhouse Training of Staff Members

All team members received in-house training and their performance is quite satisfactory. This is evident from audience response to their presentations. The CRS gets fifty to sixty telephone calls daily from people requesting for their choice programs.

2. Appointment of a Station Manager

The recent appointment of a young and dynamic person as station manager has greatly enhanced the efficiency of the CRS. He is also responsible to generate revenue through advertisements.
III. Efficiency of Field Reporters

Interviews with field reporters of Radio Mewat reveal that they are proud and happy to be a part of this station. They are committed to catalyzing positive change in their community. Their own status in the community has increased substantially and their words now carry significance, not only when they are heard on radio but also when they speak to people off the air.

Financial Sustainability

Radio Mewat has earned advertising revenue from various departments and agencies, namely:

- Sarva Shiksha Abhiyan - Haryana
- National Rural Health Mission: Ministry of Health
- Haryana Institute of Rural Development: Department of Rural Development Haryana
- NABARD, Regional Office, Chandigarh
- DG NRHM, Haryana
- UDRDA Mewat: Total Sanitation Campaign, Department of Panchayati Raj
- Superintendent of Police
- Department of Engineering
- Hospitality Management Institute
- DAVP-Bharat Nirman Campaign
- Airtel Mobile service provider
- Mewat Development Agency (ADVTS)

It is evident that the station has gained the support and patronage of agencies far and wide, including from NTPC, which offered Rs. 300,000 from its CSR fund. This strengthens the view that Community Radio Stations can generate revenue to meet their operational costs, provided that they produce need-based content (programs) and establish good rapport with different agencies. Radio Mewat now comfortably earns enough to meet its monthly expenditure of about Rs. 222,500, which includes salaries.

IV. Advertising and Promotion

The distinction of being a true Community Radio Station of the Mewat Community becomes a drawback when it comes to generating business from the region. Unfortunately the backwardness of the region is directly related to absence of business activity. There are four urban centres around Mewat, namely, Sohna, Gurgaon, Bhiwadi and Palwal, they are, however, at least thirty kilometers away from the station, and not interested in advertising for business in Mewat District.
Seeking other avenues for promotion, Radio Mewat has started a membership drive at Rs 5/-; each registering individual gets a badge and also a free announcement as an incentive. It has a tie-up with the Syndicate Bank to place a logo of Radio Mewat on all posters and publicity material of the Bank. Radio Mewat is also a part of DAVP panel for broadcasting of DAVP advertisements.

**Technological Sustainability**

Frequent power failure and voltage fluctuations caused huge losses to Radio Mewat, which has now installed a double backup system to avoid losses. It has come to Radio Mewat at a price. The training of the staff is adequate to utilize and maintain all the equipment and there have been no difficulties so far on account of failed equipment.

Radio Mewat has a comprehensive insurance for equipment as well as infrastructure which includes the building.

**Program and Practice**

Radio Mewat has its raison d'être in the development of the Meo community of Mewat, with particular reference to social justice, human rights and economic independence of the community it serves. Building and training of community-based staff is a key strength of the CRS, which has located the process of change within the cultural milieu and has successfully achieved its objective in several instances. The following are the other features of Radio Mewat's implementation of the policy guidelines:

- Its programs and programming processes are deeply contextualised in the culture of the area and its economic and social aspirations.
- The staff team emerges from the locality and while each staff member has effectively absorbed the professional ethos of the CRS, the member is also keenly aware of the needs of the listener community.
- Themes of the programs are oriented towards health, education, financial inclusion and social traditions. The radio team informs the listeners about various development schemes and thus increases access to their benefits.

As mentioned earlier the station is suitably located so the transmitter is effective over nearly twenty-five kilometers around, reaching a population of 500,000.

Regarding the policy directive of gathering feedback on impact of community radio on local community, Radio Mewat gathered feedback in the initial stages but subsequently there has been no attempt to interact with
audiences. There is only anecdotal evidence that self help groups (SHGs), farmers and others have benefitted.

**Summing Up**

Radio Mewat, with a good understanding of its audience and rootedness in the community it serves, has successfully used CR as a tool for social transformation in its target area. It is one of few stations that claim to generate enough advertising revenue to cover its monthly expenses. For details of its advisory council, content committee and indicative program line-up see CEMCA-UNICEF CR Project Report 2012: 61-62.
Case Study 3

Namma Dhvani, Kolar District, Karnataka

Background

"MYRADA and VOICES set up in 2001 Namma Dhvani, as an audio studio component of the Community Multimedia Centre in Budikote village of Kolar District in Karnataka. As part of a UNESCO-funded project on Assessing Impact of ICTs for Poverty Reduction, MYRADA and VOICES established this information cum communication hub in collaboration with women's self help groups. In order to explore the possibility of improving local communication channels with regard to education and awareness, developmental and cultural needs of the community, "Namma Dhvani" (our voice) was initially only a recording station, run by trained local persons, Narrow casting its programs, it operated as a village level forum in Budikote Village to ensure the ownership of the community in managing and promoting the community radio project.

MYRADA or Mysore Resettlement and Development Agency is a non-profit organization; it has been operating in the Budikote region for over a decade.

"VOICES is a unit of Madhyam Communications, which is a Bangalore-based non-profit development communication organization that works for marginalized sections of society. It explores the interface between communication, culture and development. It was set up in 1983."
and to improve and strengthen the flow of information whose content was locally generated and which responded to local requirements and interests. In 2008, the women's self-help groups which managed operations of Namma Dhwan received a broadcasting license in the month of December. This CRS covers around 12,872 families in 152 villages, belonging to the Bangarpat and Malur Hobli of Kolar District. Its signal reaches about ten kilometer radius and covers a population of 51,000. The program is broadcast for eight hours each day from 8 am to 12 pm, 2 pm and again in the evening from 6 pm to 9 pm.

**Programs**

Namma Dhwan CRS disseminates information on wide and varied topics which are relevant to the community it caters to. The following key elements contribute to program sustainability at Namma Dhwan CRS.

**Need based Programming**

The locally identified staff members of the radio station develop the program content that is based on the needs and feedback expressed by the community. For instance, the catchment area of the CRS includes a significant number of non-literates hence the CRS provides them with critical information about formation of cooperatives, managing thrift and credit etc., eradication of numerous diseases, through varied health programs, legal advisory in the issues of inheritance, revenue and taxation, enforcing legal governance at par governmental orders or amendments, awareness and eradication of superstitions and socially unjust activities. Similarly, it informs the Self Help Groups about methods of book keeping, basic concept of training, essential discipline, government schemes of social welfare, case studies and general awareness programs for social and economic development.

Audience segmentation at Namma Dhwan creates tailor-made programs that hold the interest of the listener community. For example, programs for women include women's rights, health and hygiene, educational information for girl children, and awareness for adolescent girls, pregnancy and child care social practices, including female foeticide, dowry, early marriage, success stories of women and Self Help Groups. Programs for farmers consist of information on department schemes, water management, benefit of crop rotation, marketing information, variety seeds.
preparation of the field before the season, new technology in agriculture, rain water harvesting, anti organic farming, crop insurance, agricultural, livestock management, etc. For children there are programs on career guidance, non-formal education preparation for examination, bonded labour, child rights.Producing and broadcasting programs by the people, to the people and for the people Namma Diwani Community Radio (NDCR) gives 'Voice to the Voiceless'.

The kaleidoscope of programs broadcast by the CRS includes agriculture, animal husbandry, health awareness including home based medicine, schemes for the differently-abled and widows, legal awareness and services, insurance, self help groups, different banks' schemes and facilities, public service announcements (PSA) for social awareness and development, vegetable and cocoon market scenarios, government schemes and procedures, festivals and folk songs. There is a live programming component with different skilled persons like doctors, advocates, village leaders, school teachers, gram panchayat presidents, bank managers and veterinary doctors.

1. Community involvement Narrows to Broadcasting

The transition to broadcasting the programs from narrow casting and cable casting has been an exhilarating experience for Namma Diwani. The reach of NDCR now is much wider. This poses a challenge to NDCR in terms of retaining listenership, ensuring the quality of content disseminated and innovation in programming especially with the competition posed by the mushrooming of private and commercial FM radio channels.

NDCR is trying to overcome these challenges through constant innovation in programming, building capacities of its staff and the management committee to meet up to the challenges, by listening to the needs of the people, by being up to date on information and by ensuring the quality of content disseminated.

Namma Diwani as one of the very few completely community owned and managed radio stations in the country, has completed over 4,000 hours of successful radio programming since June 2009. This has not happened by accident but through a conscious decision from all the stakeholders concerned. The ownership issue was crucial. NDCR involved the community not just as beneficiaries but as participants, managers and decision makers and by doing so ensured that the community would own it and thereby contribute to the sustenance of the radio station.
III. Program Advisory Council/Management Committee

An Executive Committee of nine members manages the affairs of Namma Dhwan. It comprises selected representatives from the Self Help Groups and one or two MYRADA staff. This executive committee has eighty percent women representation from the Self Help Groups. MYRADA has trained these women in management, administration, finance, accounting and skills required to run a radio station. The tenure of the committee is normally three years. The committee meets once a month. All the members are normally quite poor but their membership of the committee is honorary and no fee is paid to the members. MYRADA has deputed a Station Manager to Namma Dhwan.

The Executive Committee contributes to identification of need based programs, new program ideas, staff performance analysis and recruitment of fresh talent. It also provides guidance for broadcasting village level events, festivals and case studies.

IV. Community Feedback Study

The CEMCA-UNICEF project team conducted a survey, which established the existence of an active listenership of 3224 families. The team collected feedback and suggestions with the help of NDCR and the team's direct interaction with the community also helped to obtain information on impact of the programs. Discussions with Self Help Groups promoted by MYRADA, constituting 95% women groups, Community Based Organizations (CBOs), federations and letters, interviews, phone calls, etc. were the main sources of collecting feedback.

It is evident that NDCR faces no difficulty in obtaining feedback as the community radio station has good rapport with listeners in the community; it obtains feedback from the network of Self Help Groups, federations and board members of community managed resource centres. Further, the CRS receives letters from women, farmers, youth and students. The CRS also conducts periodical survey of listeners and listeners' feedback is recorded in the field and through phone calls as well. Sometimes random sample surveys are conducted among all categories of listeners.

The feedback collection exercise helped the Community Radio Station to increase the listenership, identify new programs, unearth hidden talent, encourage volunteers and to monitor transmission, transmitter response and CRS signals at regular intervals. Feedback was also crucial for

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For details of Executive Committee Members of Namma Dhwan Community Radio Station see CEMCA-UNICEF-OR Project Report 2012-13.
ensuring political correctness of content, rectifying stereotypes and validating new programming ideas and concepts.

vi. Achievements/Success Stories

The following themes highlight successes of NDCR:

- **Local Governance**: NDCRS has always focused its attention on providing active support to good local governance. During the local Panchayats and MLA elections, the CRS produced series of programs introducing the candidates, their service background, their future plans, etc., and also provided a platform for the public to voice their expectations and the qualities they wished to see in the elected representatives.

- **Health Information**: This is one of the highlight programs of Namma Dhwan! CRS. Its catchment area is located at the border of two states, Andhra Pradesh and Karnataka. There is inadequate access to other relevant media to acquire health information at a reliable and timely interval. Health information dissemination, especially among adolescents, has been very effective. As per the local Medical Officer, the number of patients visiting the hospital has come down drastically since programs on the importance of personal hygiene started airing on Namma Dhwan! Programs on Health Care information.

- **H1N1 (Swine Flu)**: Government physicians addressed this issue by presenting live health awareness programs and providing reliable information on the disease. This helped to alleviate the anxiety of the community members while offering information on measures for prevention and care.

**Unresponse to经常性 Distress**

There are seven full-time staff members, including one manager and a female reporter. The staff members work nine hours per day. Their monthly salaries vary from Rupees 12,000 for the Manager to Rupees 500 for trained Community Radio Reporters (CRR). Initially, the CRS had difficulties with recruitment and management of staff owing to low level of education and conservative mindset of the people in the area. These issues were later resolved through extensive dialogues with the Self Help Group members, by participating in federation meetings to identify potential candidates, ensuring regular follow-up and mentoring of the team, and by training and motivating the new recruits. The attrition of staff is not seen as a big issue when a staff member wants to quit job, immediately new hands are identified and the senior staff members provide on the job training to new
members of staff. Following key elements ensure human and social sustainability of NDCRS:

1) Training

Except two, all team members were trained in all aspects of CR including field survey and interaction, script writing, recording, editing, presentation and broadcast. MYRADA sponsored the training programs. Two organizations, namely, NOMAD and MARAA, conducted the training programs, which include both technical and content inputs. The Manager's training takes place on the job and at his premises; it is called vestibule training.

2) Volunteers

Lack of volunteers to contribute to the program production, participation and promotion was earlier an issue with the NDCRS. However, the issue was resolved by scanning the community to identify good and capable volunteers; training and absorbing them in the CRS operations. All volunteers receive remunerations for the assignments carried out.

Financial Sustainability

Namma Dhwani Community Radio Station has received support from several organizations and individuals over the years. From the beginning UNESCO has been one of its major donors and has supported NDCR both financially and technically through VOICES and MARAA. It has received support from Oxfam NOVIB through MYRADA for studio upgrading and for infrastructure creation from the MP's Local Area Development (MLA) Fund. It has also received support from CEMCA on certain relevant and crucial areas. As NDCR has a focus in the federation of Community Managed Resource Centres (CMRCs), a federation of women's self help groups. It has, as its base the revenue generating model and therefore NDCRS's financial sustainability is ensured to a great extent.

The Management Committee of NDCRS consisted, to a large extent, of representatives of the women's Self Help Groups. Towards the end of 90s and the beginning of 2000 MYRADA saw the emergence of the Community Managed Resource Centres (CMRCs), with the capability of taking up the activities of MYRADA after its withdrawal from that particular project.

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8 MARAA is a mediating arts coalition
9 NOVIB is Dutch organization for international development cooperation. In 1994 NOVIB became an affiliate of OXFAM and for this reason the organization changed its name in 2006 to OXFAM NOVIB
location. The CMRCs were built on a revenue generating model as it collected a small fee for the services it provided. In a strategic and well
considered move, DODC was integrated into the CMRC in Budikote village from the beginning to ensure sustainability in the long run and make it
community owned from the beginning.

1) **Capital Investment and other revenues of Hamma Chamy CRS**
Initially UNESCO through MYRADA supported to set up the studio at Budikote village. NOVIB through MYRADA supported the renovation of the
CRS building and studio set up; the local gram panchayat provided the land
and building; a contribution from the MP’s Local Area Development (MELAD) fund was used for purchase of equipment and installation of the
tower; while UNESCO provided the funds for the purchase of transmitter.
The total capital expenditure was around Rs 220,000.

Earlier, the operational expenditure was met out by MYRADA, now it is the
CMRCs that are providing the funds for this head. The total funds come to
about 80,000 rupees a month. The CMRCs use the Community Radio as
one channel for providing timely and need based information to the community.

2) **Revenue generation**
Initially the Community Radio Station faced problems to obtain government
advertisements and also in identifying the potential advertisers. Community
Managed Resource Centre (CMRC) is one of the tools to generate the
income to the Community Radio Station. It identified government agencies
to provide need based information and services on cost basis, and linked the
CRS with producers who wished to use the studio for producing radio
programs and provided rent based audio recording facilities to generate
income. The Community Radio Station broadcasts the advertisements of
different customers via rotation based advertisers like Bankers, Agricultural
departments, Real Estate and Private Hospitals. Some indicative rates for
advertisements are listed below:

- **Bankers**: Rs. 1,000/- for one month broadcast, every day 3 times of
  advertisement
- **Agriculture Department**: Rs. 1,000/- for one month broadcast, every
day 6 times of advertisement
- **Real Estate**: Rs 1,500/- for one month broadcast, every day 3 times
  broadcast of advertisement
- **Private Hospitals**: Rs. 1,500/- for one month broadcast, every day three
  times broadcast of advertisement
Technological Sustainability

NDCR has never had a technical problem till date, and has always had a good retired engineer from All India Radio (AIR) to maintain the equipment, along with a local service provider to handle the AMC.

Policy and Practice

The main elements of NDCRS that favour its sustainability include a vast range of program variety spread over 8 hours every day, extensive community engagement earlier through listener's clubs, cable and also through the CMRC, active participation of community in programming and content creation, adequate measures to ensure technical robustness of the station, and networking and collaboration to ensure funding support. Its leading practices therefore are:

- Engagement through listener's clubs
- Audience segmentation and need based thematic programming
- Strong technical support and procedures
- Feedback programs
- A strong community network

Summing Up

The Namma Dhwani CRS has access to a vast repertoire of need based programs and community networks. It can raise the number of hours of programs to cater to different audiences in a more substantive manner. Further, systematic process documentation could provide insight into what works and what needs to be improved in areas of programming, volunteer engagement and station management. At the same time, it is relevant to note that the challenge to Namma Dhwani unlike Radio Mattali and Radio Mewat is also the competition from other commercial FM radio stations and cable TV which is available to the community. To continue to have listenership even with this competition is indeed an achievement in itself.
Case Study 4
Deccan Radio, Hyderabad, Andhra Pradesh

Background
Launched in the City of Pearls, Hyderabad, Andhra Pradesh, on the 3rd December 2009, Deccan Radio broadcasts programs in the frequency of 107.8 MHz. It is an initiative of the Abid Ali Khan Educational Trust, Hyderabad. The channel has 8 hours of transmission, 4 hours in the morning from 7 am to 11 am and in the evening 5 pm to 9 pm a day. The channel has coverage of eight kilometers radius and that too with poor signal reach due to the presence of high rise buildings. As there is no survey conducted about the reach of population, the composition of target population is not available. However, the coverage of population, according to Deccan CRS, is 1500,000. The main objective of the CRS is to provide education and information support especially to the people living in slum areas of Old City, with the slogan ‘Zindagi Sanwaar De’ through audio communication. Hence, the priority of the CRS is to provide informative programs to the target audience.

Program Sustainability
The main focus of Deccan CRS is to produce useful programs that are beneficial for the common people. The
channel has various interactive programs on education and literacy, public health and hygiene, social issues, environmental and ecological issues, microfinance, recruitment programs, sports information and many more.

As the CRS is situated in the heart of the city where the commercial/private FM radio channels are beaming their signals across the area with their popular entertainment programs like film music and development programs are few, it is a challenge in itself to make a mark among the commercial radio stations. The CRS is not broadcasting any film music or entertainment programs as per its directive principles. This has the consequence of poor listenership;

The following elements of program sustainability characterise Deccan CRS:

i) Program Line-up

The CRS produces and broadcasts programs on health, education, social and government schemes. The volunteers and manager, who have completed a fifteen-day training course in various aspects of running a CRS, produce its programs. According to the CRS, health, education and other departments/agencies can well utilize the CRS for disseminating their messages on development programs.

ii) Innovation and Creative Approaches

- **Dadima Ke Nusqe:** A program that offers home remedies for various ailments and reinforces the ability to take better care of their own health.

- **Learn English:** The idea behind broadcasting this program is to build better communication skills among its listeners and link the common people with the competitive world so as enable them to perform better in the job market.

- **Voice and Accent Training:** English Accent Training is important in BPO Training. And in the light of Hyderabad emerging as a preferred destination for many multi-national companies, the CRS started Voice and Accent Training that guides listeners towards developing a neutral English accent.

- **SMS:** The CRS has created a database of phone numbers based on the calls received and uses these numbers for sending SMS on the special programs to be broadcast. A bulk SMS device is connected with the computer where the database is stored and thus the CRS is able to send hundreds of messages in a few minutes, to the potential listeners.

The other innovative programs include skills, stories, and food recipes to
mention a few. To preserve and promote the Hyderabad culture, the CRS also conducts various programs like 'Munshiwar'.


Program Advisory Council Management Committee

Program Advisory Council Management Committee at Deccan CRS, to oversee its functioning came up quite late in the day and prior to its formation the Radio Jockeys and the Manager played vital role in program planning and broadcast. A team of volunteers assisted them in content creation. The responsibility of planning of content and broadcast is even now generally with the Radio Jockeys and the Manager, the decision making authority for expansion, expenditure to be incurred appointments and revenue generation are the responsibility of the Secretary of the Trust.

Impact Feedback Study

The phone-in programs received a good response from the listeners. The CRS obtained feedback on the type of programs preferred by the callers, their usefulness, likes and dislikes about a program and the impact of Deccan Radio. This has helped in improving the strategies of connecting with the needs of the community and serving its listeners better.

One negative impact was quite obvious as the CRS received many messages regarding its weak signal. One caller sarcastically remarked: "Aai ke radio suvané ka lye chalti par jana padha hai" (We need to go to the terrace to tune into your radio station!).

The CRS has not so far conducted a formal impact assessment survey for a comprehensive understanding of its audience, its key information needs and media and entertainment habits. According to the CRS, CEMCA should come forward to organize workshops for sharing experience and good practices that can be emulated.

Involvement of the Community

The CEMCA-UNICEF project team observed that the community involvement with the CRS is significantly low. The CRS is working hard to generate quality content within the community. But there is little success. This could be attributed to the perception that the target community is highly reserved and does not open up easily. The CRS requires suggestions and support for generating quality content. This in turn will help it to cater to the needs of and achieve better links with the community.

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For definitive details of Deccan Saints Program please visit CEMCA-UNICEF CRS Program Report 2012: 81
For more of advisory works of Deccan Radio see CEMCA-UNICEF CRS Program Report 2012: 80
Human and Social Sustainability

Along with a Manager, Coordinator and Supervisor the CRS has on its roll a select band of staff to do field work, scripting, dubbing and presenting. There are four full time and three part time volunteers looking after the functioning of the CRS, from planning to content development to broadcasting of programs. All the volunteers are females and educated to the level of post-graduation. While the Manager works for twelve hours a day, the full time volunteers work for eight hours and the part-timers work for four hours.

1] Training

Volunteer staff members receive in-house training and the other managerial staffs attended training workshops held outside Deccan CRS. In addition, the CRS organizes a five day training session for the volunteers to strengthen their abilities in building quality programs. Representatives from the World Development Foundation, New Delhi, train the team members.

2] Script Writing

The CRS does find it a challenge to prepare meaningful scripts that would capture the attention of the audience and entertain them at the same time. The CRS is attempting to address this through training its volunteers.

Financial Sustainability

Abid All Khan Educational Trust provides funds for the capital expenditure and also, meets day-to-day running/ operational cost of Deccan CRS. The Trust is looking after all maintenance and expenditure of the radio unit (see Table 2). As of now there is no income from any other source.

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Initial Amount</th>
<th>Source</th>
<th>Current Amount</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Field Forward/Impact Study</td>
<td>Rs. 16,00,000</td>
<td>Trust</td>
<td>Rs. 16,00,000</td>
<td>Trust</td>
</tr>
<tr>
<td>2. Studio Setup/Acoustic + Equipment</td>
<td>Rs. 4,00,000</td>
<td>Trust</td>
<td>Rs. 4,00,000</td>
<td>Trust</td>
</tr>
<tr>
<td>3. Equipments</td>
<td>Rs. 8,50,000</td>
<td>Trust</td>
<td>Rs. 8,50,000</td>
<td>Trust</td>
</tr>
<tr>
<td>4. Transportation</td>
<td>Rs. 10,000</td>
<td>Trust</td>
<td>Rs. 10,000</td>
<td>Trust</td>
</tr>
<tr>
<td>5. Stationery</td>
<td>Rs. 10,000</td>
<td>Trust</td>
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<td>Trust</td>
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<tr>
<td>6. Expenditure on Staff</td>
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<td>7. Expenditure on Training</td>
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<td>Trust</td>
<td>Rs. 45,000</td>
<td>Trust</td>
</tr>
<tr>
<td>8. Other Miscellaneous Expenditure</td>
<td>Rs. 2,00,000</td>
<td>Trust</td>
<td>Rs. 2,00,000</td>
<td>Trust</td>
</tr>
</tbody>
</table>

| Table 2: Capital and Current Expenditure of Deccan CRS |
Although presently the Trust provides the support, in the long run the CRS has to stand on its own resources. Being the owner of an Urdu newspaper, *Siasat*, the Trust has experience of the print media, and therefore it is optimistic about developing strategies to generate income for Deccan CRS. It is mainly banking on ways of raising funds through advertisements and promotion. It would appear that presently the CRS is in need of some expert advice for making the station sustainable.

A Chennai-based NGO called REACH sponsors a serial program on tuberculosis and Deccan CRS generates an income of Rs. 50,000/- from its 16 episodes of 30 minutes each. But the CRS broadcasts no popular music like film music and broadcasts ghazals, qawwals, and comedy programs at the cost of Rs. 25,000/- per program. It has no tie up with any institution for content generation and it is spending about Rs. 500,000 for 100 hours of content. To lessen the pressure on generating income and reducing expenditure, the CRS seeks opportunities for covering Government/private events/programmes. The Trust is at present financing the CRS from a portion of twenty-five percent of the profit of the newspaper. The remaining portion of twenty-five percent of the profit of the newspaper goes for social services the Trust undertakes. It is possible for Deccan CRS to tie up with other development organizations/ agencies for disseminating their messages and programs through advertisements. This kind of tie-up would help the CRS to improve revenue generation besides content generation.

Technological Subsidies

The faulty location of its transmitter is the most severe problem that the Deccan CRS is currently facing as high rise buildings in the area obstruct radio signals. Consequently, the radio does not reach a number of localities though they fall within the range of its transmitter.

Apparently, prior to installing the transmitter there was no study undertaken by the CRS regarding the appropriate location that would enable the signal to easily reach its target population. The CRS is of the opinion that the Ministry of Information and Broadcasting should permit the CRS to increase the power of its transmitter, at least for the city-based community radios, to reach the target group, or it should permit the use of repeaters to extend the signal effectively.

Policy and Practice

At present, there is a hiatus between policy and practice at Deccan CRS. Though it is a part of an educational trust that is involved in activities of social relevance including education, Deccan CRS is not significantly integrated...
with the community. It appears that the CR team has not received any orientation training in aspects of conducting a feed forward study, participatory content production, setting up of listener’s clubs, organisation of a program management committee. The CRS would do well to build rapport in the community through listener’s clubs, self help groups and other collective forums and through different promotional events tied in with different local level development initiatives, like the inauguration of a school, or the celebration of a special day or event. Capacity building and mentoring in participatory content production will help the CR team to enliven the content with the voices of the communities served.

Human sustainability is tied in with community engagement, where a core CR team mobilises and leads several volunteer groups to produce different kinds of programs based on their specific passions. The power of radio is best leveraged when the audience becomes both listener and performer.

The CRS could review the actual reach of the CRS in terms of leveraging the transmitter power and take necessary steps to rectify this. It needs to understand and segment its audience, before it decides upon its priorities and strategies to promote the CRS and ensure its sustainability.

**Summing Up**

The location of a community radio can be a bane or a boon. Given its location and competition with popular FM radio, there is need to mobilise the community around the benefits of a radio that provides them a platform for articulation on the issues that mean the most to them, that enables them to build skills, hone talents and take up leadership in their own locality and to build self-confidence and esteem amongst their known people. Strapped as it is for funds and human resources, Deccan CRS is yet to build a strategic vision and take action to move towards clearly stated goals of engagement, achievement and transformation.
Case Study 5

Samudayik Rudino Radio,
Sanand Taluk,
Ahmedabad, Gujarat

Background

Samudayik Rudino Radio started as an innovative radio series broadcast daily from All India Radio, Ahmedabad. Employees of the NGO, SEWA (Self Employed Women's Association), Ahmedabad, produced this program with the aim to reach and engage with rural women labourers in the region. The success of the station encouraged SEWA to apply for the CR license. After getting permission to launch its own Community Radio Station (CRS) in November 2009, SEWA made it an 8 hour daily transmission affair. SEWA women manage and operate it and broadcast programs mainly for women keeping in mind their specific needs.

The CRS is accessible to a population of about 225,000 living in around forty villages within a ten kilometre broadcast range. As per an estimate, about 25,000 people tune to this station daily. The vision of the CR station is congruent with that of its parent organization SEWA. The CR Station aims to empower those women who hail from the informal unorganized sector and are non-literate and poor. The approach is to equip them with varied information and education; especially
providing vocational or livelihood skills, and bringing them into the mainstream using the most affordable and accessible means of communication radio.

In 2010-11, Samudayik Radio bagged the Landi Media Awards for Gendar Sensitivity 2010-11 (Western Region) in the Special Award category ‘Efforts to empower women through media’. It received two more awards: namely the First CEMCA Community Radio Awards for Good Practices 2011 under two categories, i) best thematic campaign and ii) community engagement.

Program Sustainability

This station broadcasts programs on six major subjects, namely, healthcare, childcare, insurance, employment, women’s empowerment and information. Practically, the programs discuss every problem from employment, income generation, nutrition, education, self-reliance, environment agriculture house-keeping and child care to empowerment of women. During festivals and other events, live coverage provides motivation to active participation of the community. Besides, the CRS utilizes some programs for narrowcasting to create wider outreach. A new format using ‘Bhavai’—a traditional art of folk singing—has been introduced in which two characters (Ramji and Hanjli) give messages to listeners in a funny way using dance and song. The response from the listeners to this program is very good. Other than narrowcasting, the team also attends Gram Sabhas (village Panchayats) in the villages. This is the time and place to find majority of villagers present. They raise all sorts of issues here. Recording of this event by Samudayik Radio CRS becomes an excellent additional for its programs.

There is a four-member advisory committee of the CRS and another body of CR team with five members. Both the bodies are responsible for broadcasting programs. A list of Samudayik Radio CRS.

Human and Social Sustainability

The target community comprises women members of SEWA. The reporters, who are also members of the Association, help address the problems faced by fellow members and also re-package the learning in the form of programs on the same theme. Reporters visit the field, interact with villagers, collect information and then weave it into participatory formats to broadcast over a

\[\text{For details about advisory committee and CR team of Samudayik Radio CRS, see CEMCA-UNICEF CR Project Report 2011: 87-88.}\]
week. Every day there is a different theme and a different format. It could be drama, puppetry, Bhavai (traditional art of folk singing), interview or discussion.

ii Commitment of CR Reporters

Programme schedule is determined during the weekly meetings of the station, and everyone acts as per the decisions taken in this meeting. At times, the team feels the need for male members as reporters as recording on some issues is difficult for women. But then, it is an all women NGO.

CR Reporters cite the reason behind joining the station as an opportunity to serve other women who need adequate and timely guidance. All the women working with Samudayik Radijo Radio have enhanced their skills and opportunities to come up in life; they now see their work at CRS as their turn to return the benefit to other members and also to do it in a better way. There are several job opportunities to entice the women reporters away from the CRS, but they prefer to stay on, as they command a lot of respect and enjoy considerable freedom at work. There is also a sense of pride they feel while doing this work. However, in between, many women have indeed left the organization for better prospects because the pay is just Rs 4,500/- per month.

iii Training

The Community Radio Reporters were required for ten days prior to its inauguration to attend training on handling of equipment. Earlier they had expressed the view that besides training in hardware, they also needed training on program production and presentation. The team had not specialized in this field. As a result, they were unable to sustain listener's attention for long. Subsequently, they organized exposure visits to other radio stations and had training on enhancement of capacities in community engagement and program production.

CEMCA along with Om World Foundation India, conducted two rounds of training for the radio team, health workers, community leaders and representatives of different occupations on creating engaging content with community participation in 2010 and 2011. Post workshop, production support was given to ensure that the new trainees got an opportunity to practice their newly acquired skills. Training also attempted to augment content through synergies between the radio production team and the field teams that work on women's health. This had the aim of ensuring the program content through the voices of women on burning issues in their everyday lives.
Financial Sustainability

Samudra Samithi Radio is perhaps a rare CR Station which has carefully and assiduously nurtured the image of a station which caters to the needs of poor women who have accepted the help from the NGO. The sustainability of the station is not from earning income by advertising. Rather, it comes from broadcasting programs of their everyday needs. The two routes to sustainability are poles apart from each other in concept and theory.

The CR Station Head stated clearly that the station has been opened with a mission to enable women, not to earn profit. The financial survival is assured as the parent NGO has various other activities to earn money. So far, no attempts have been made to garner revenue through any means, nor has anyone approached the CRS for this purpose.

The CRS team is clear that they would certainly not submit to the market demands just for earning money. A survey of small markets in the village revealed that the local traders were not interested in utilizing the radio time for promoting their business interests through advertising. People in villages were of the opinion that “we all know about each other and their business activities. The possibility of improving business through radio ads therefore does not gain ground. People from outside the village are not likely to come to us after hearing about it on radio; as a service provider is already there in their village as well.”

Technological Sustainability

The studio of this station has been built according to the state of art technology. Everything from furnishing to equipments and other supporting materials has been done with great care. The overall look of the station is very impressive. Maintenance of the gadgets is perfect. A competent technician has been appointed to take care of the maintenance and to train and guide other members of the team about operation and care of equipment. One key concern of the CRS team is that the transmitter be maintained in such a way that there is no chance of a breakdown that could disrupt the daily broadcast.

Fellows and Friends

Women members of the NGO’s Self Help group prepare all the programs. The station has some seasoned and popular radio women who are creative, talented and popular. This is not true of all the team members. Though their commitment to the assigned work is total, the urge to create something special is missing in some members. This is why Samudra Samithi Radio programs consistently lack high quality. The women engaged for CR work
are very few, and they are asked to cover all events in the field without giving preference to their interest or aptitude.

SEWA brings to the radio program its ideal of collectivizing women and empowering them through training, educating and information on issues of relevance and practical importance.

**Summing Up**

Maintenance of equipments and transmitter is very good in Samudayik Rudino Radio and recently a trained person has also been appointed who is imparting technical training to the staff in the studio operation as well to make them more efficient and comfortable in their work at the station.

Undoubtedly, random placement of staff in recording work at the CRS is harmful for quality production. People from the community, but not necessarily members of this NGO may also be welcome to do this work. Volunteers who have penchant for creative program making will then enter into this area and give better impression of the station's programs. This strategy may also bring freshness and novelty to its programs.

There does not seem to be any great virtue in excluding male volunteers from reporting work. Inclusive policy will expand Samudayik Rudino Radio's engagement with the community. New people with innovative ideas and special aptitude for such work, if invited to join the team of reporters, would bring variety in perspective as well as greater mobility in terms of the CRS's outreach. As this area has high cost of living, the CR reporters need to be paid reasonably to meet their expenses. Improvement in the quality of the programs and their value to the listeners and to the station requires more attention to thematic specialization of radio production and content rich script writing.
Case Study 6
PARD Vaanoli, Madurai district, Tamil Nadu

Background
The Community Radio Station, PARD Vaanoli is located in the model farm of People's Association for Rural Development (PARD), an NGO, active in Thirumangalam Block of Madurai District, Tamil Nadu. It was launched on 8 September 2009. The CRS started broadcasting the programs for one hour daily. At present it broadcasts its programs for three and a half hours from 1.30 pm to 5.00 pm. PARD Vaanoli is audible in more than sixty villages. The CRS's signal reaches a radius of about 20 kilometers, covering a population of 150,000.

Program Sustainability
PARD Vaanoli CRS broadcasts mostly community-based programs. These include coverage on importance on education, health, legal aid and legal awareness, sustainable agricultural practices and citizen's rights. Apart from the regular programs there are also programs to celebrate local festivals and to commemorate special days declared by the international organizations such as International Women's Day, World AIDS Day. Local community members actively participate in preparing and broadcasting these programs.

With the support of its dedicated staff...
team, PARD Vaaaji CRS has collected cultural songs from the community members and now it has a voice bank of the community songs for more than ten and a half hours.

Agricultural experts help in production of agricultural programs and medical doctors assist in producing health related programs while the staff members carry ultimate responsibility of production of these programs. Most of these programs are mixed with locally produced folk songs to render them more interesting.

i) Program Advisory Council/Management Committee

PARD Vaaaji CRS has a thirteen member Management Committee. The members comprise community leaders, academicians, journalists and medical professionals. They include female members. All the members are honorary and no remuneration is paid to them. The committee meets once in three months and it seems there is no fixed tenure for the committee members.

The Management Committee provides guidance to preparation of program content, including preparation of the new programs to be launched as per the needs of the community and changing local environment and in addition, it oversees day to day operations of the CRS.

While content generation is the responsibility of the Station Manager, members of the Management Committee and the staff, it is the Manager, PARD, who is responsible for the expansion, expenditure, appointments, and revenue generation etc.

ii) Impact/Feedback study

The CRS has regular listeners who provide regular feedback on the programs broadcast. CRS workers personally collect feedback during their interaction with the listeners. This feedback has enriched the CRS with ideas, enabling it to improve upon the quality of program content and also to identify the talent among the community members. As the workers collect the feedback, there is no expenditure involved in it.

The priority of the CRS is to communicate with the community in order to ensure their all round development, particularly of the Self Help Groups and farmers. It was reported by some informants that as a result of the CRS’s broadcasting agricultural programs there was an increase in cultivated area of the villages falling in its range of listernship. Similarly broadcasting of educational programs had the result of better performance of the student  

\[1\] For the list of advisory council members see CEMCA/UNICEF CRS Project Report 2012: 94
community is the area. The project team did not come across any documentary evidence to support these facts.

**PARD Vaanoli CRS** enjoys the full co-operation of the local community. The CRS is utilizing the community in content generation and involving it in participation and presentation of programs. The CRS is providing programs for farmers, SHGs and medicinal tips to the village people. The program entitled ‘Intra Guru Gramani’s Details’ (Details of a village each day) is an innovative program that gives the all-round details of a village.

**Human and Social Sustainability**

There are four staff members on rolls with two program executives and two reporters, this includes one woman member as well. All the members are from the community. All are full-time employees working for eight hours a day. Their emoluments range from Rs. 1,500 to Rs. 4,000 per month. CEMCA and MAARA trained all the staff members of PARD Vaanoli CRS. Entire training was free of cost and therefore there was no expenditure incurred on training of the staff members.

There is quite a high level of attrition among the staff as more than ten members have left their jobs because of better job opportunities outside the CRS and also because of marriages of female staff members. The CRS is of the opinion that the staff should be preferably full-time as compared to part-time as the former do all types of work like field work, production and presentation of programs more efficiently.

**Financial Sustainability**

PARD meets the entire capital investment and current operational expenditure of the CRS. The breakup of costs indicated in the audited accounts of the CRS during 2010-11 was fifty-three per cent on staff salary, thirty-nine per cent on rectifying the damage caused by lightning, three per cent on travel, another three per cent on wpc-licence charges and two per cent on stationery. Significantly, 39 per cent of the year’s cost was for solving the breakdown problem of the transmitter.

The PARD Vaanoli CRS is located in the remote villages of the district so it could get only two advertisements during the last one and a half years. As a small NGO runs this CRS and it has no office or connections in New Delhi, it could not fill up the online registration for the emanement of DAVP for Government advertisements. In the future, the CRS may explore this source.

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For indicative program & training CEMCA-UNICEF CRP Project Record 2012: 88
of income for sustaining its efforts. There is not much scope in the coverage area for commercial advertisements as there are no significant business/service establishment in its vicinity. The CRS was able to secure only one advertisement from a jewellery store.

The CRS would like to learn how other stations have kept their activities going, raised funds and overcome challenges. It has invited experts to visit their location and help with practical management tips. The CRS feels that greater networking and knowledge sharing can make a big difference to the community radio stations across the country. The CRS would benefit from support of other networks that could assist it with the DAVP registration, etc. The CRS is making efforts to popularize the station and its programs in order to gain greater listenership and thereby increase the revenue for the smooth running of the CRS.

Technological Sustainability

The CRS did face a crisis when its transmission stopped due to a technical malfunction caused by natural calamity. The issue was resolved with the help of the technicians/engineers from Bangalore. Power shortage has been one of the major problems for the CRS; and it has addressed the problem by using an inverter. However, located as it is in a backward rural area that faces the brunt of outages, the CRS is unable, even with the Inverter, to leverage its experience and the wealth of local talent to produce more hours of programming or to increase its broadcast hours.

Policy and Principles

PARD Vaanoli reaches out to over 60 villages and 150,000 people so it is evident that they have suitably leveraged the power of the transmitter and complied with the policy. Community involvement and orientation is another feature that strengthens the performance and popularity of the CRS. The technical and financial sustainability is now in the hands of the parent NGO. The financial longevity of the station is greatly at risk due to the vulnerability of the equipment to natural calamities like lightning, storms, etc.

Summing Up

The CRS needs to explore possibilities of alternative form(s) of energy to run its transmitter and thus prolong its continuity.
Case Study 7
Chanderi Ki Awaaz, Chanderi, Madhya Pradesh

Background
An NGO named 'Apna Kosh', a unit of Bunkar Vikas Sanstha (Weaver's Development Society) decided to have its own community radio station when it came to know about the Government scheme to give licenses to those who are engaged in the welfare of community. This NGO has a large number of members on its roll. Practically, every member of the community engages in the occupation of weaving the world famous Chanderi silk. Members of this community not only needed timely information on their work related activities but also required knowledge about their own well being. Keeping this basic requirement in mind, the NGO launched its own radio station named 'Chanderi Ki Awaaz' (CKA) on 19th April 2010. Since its inception, this station has been broadcasting programs that aim at fulfilling this avowed objective.

Located at a distance of 140 kilometers from Jhansi in Uttar Pradesh, Chanderi ki Awaaz CRS functions with a team of volunteers selected from the local community. It operates from a private house which is in the heart of Chanderi city. The studio and editing room are designed according to the state-of-the-art pattern where every gadget is fitted
appropriately. The CRS's beginning has been a modest affair as presently it broadcasts only four-hour programs. Actual production is of two hours in the morning and in the evening it is the repeat of morning programs.

The CRS covers about thirty villages around Chandrapur serving total population of 100,000. This also includes people living in the city area. As per a rough estimate of its listeners, based on feedback received through phone calls and community radio reporters' interaction with people, about twenty to twenty-one thousand people tune to this station every day. The signal quality is quite good in the coverage area as no high rise building or hilllock exists in the vicinity.

The reach of the station is on an average approximately fifteen kilometers. At some places the signal reaches even up to forty kilometers. On the other hand, at places it does not reach even five kilometers.

Listeners from such places often call up and ask now they can also listen to CKA. Thus there is a felt need to expand the coverage of CKA but there is no knowledge among the "Radio Mitra" (Radio Reporters) about how to overcome this hurdle. The CRS is tired of explaining to its listeners that nothing can be done in this regard.

Programmes in brief:

At present, CKA is functioning with a good repository of program content prepared by the team. Local folk music is available in abundance to the station. These folk songs attract rural folks and they listen to it in large numbers with avid interest. Reporters have established good rapport with local government's development agencies, which provide them information on welfare schemes like NREGA, health programs, felicitation of girls, child and its evil impact on future social structure. The CRS receives 15-20 phone calls daily for requests to listen to folk songs of their choice.

The following outstanding features of CKA contribute to its potential sustainability in this area.

1) Relevance of Content:

The programs broadcast from CKA are mainly on issues beneficial to the community. Since all the reporters belong to the local area, their programs sufficiently reflect the problems, issues and needs of the community. These programs are basically on promoting tourism in the area, addressing to the needs and demands of the two major occupations of people in the area, that is, weaving and making bidis (Indigenous cigarette).

The radio reporters take all decisions regarding the content of the programs, their preparation, and selection of the issues for the programs.
They keep in mind the needs and aspirations of the listeners. None of the programs is sponsored by any outside agency to bring revenue to the station.

Some of the programs broadcast by this station proved decisive in changing the course of action of implementation agencies. Several welfare schemes could effectively be implemented in this area because of timely intervention of this station in the form of necessary information inputs.


1) Innovative Programming

The community radio reports of CKA have produced for their listeners some very innovative and investigative programs such as 'Rahen Rozgaar Ki' (Employment opportunities), 'Chandni kaa lilnaas' (History of Chandni), 'Chanded ke Gaurav' (Heroes of Chandni). People appreciate these programs and give their feedback through phone calls and letters.

2) Community Voice

Presently, the residents of Chandni feel very pleased if they are included in the programs especially if they are asked to give their opinions on an issue. Earlier they used to get irritated if they were approached to give their interview, but once they realized the amount of good work CKA was doing they started appreciating it. They even approached the radio reporters on their own to share their opinions and concerns. They feel excited when they hear themselves on the radio and others talk about it.

The people in the community also contribute to the production of the programs. On important days like AIDS day, blood donation day, environment day they give their comments through public opinion. The local folk singers and musicians also come to the studio to perform on CKA.

It was observed that while on one hand, some groups of the community feel closely associated with the station; others are just apathetic towards it. The reporters often approach these isolated groups of communities to explain and motivate them about its utility in their life. However, it is true that people, by and large, have welcomed this station and listen to its programs with interest.

3) Local Dialect

For the promoting local dialect 'Bundeli' and its culture, the station broadcasts programs on regular basis. The primary objective of the programs remains to weave the community into a single thread.
v) Local Talent Hunt

An interesting method adopted by the radio reporters for searching the local talent among the youths of Chandan is Prabhuka Kiran, a program of the station, wherein listeners are asked to fill-in a form highlighting their talent or interest area in a particular field. This exercise helps them to include talented people with good singing, poetry recitation or story telling talent for the programs of CKA. It also fulfills the need to encourage creative art among the youths as a career option. According to the radio reporters, in order to achieve this objective, government should organize workshops and promote local talent in areas like anchoring, editing, and program production etc.

vii) Feedback Mechanism

In 2008, when the radio station applied for obtaining a license from the Ministry of Information and Broadcasting, it conducted a baseline survey with the help of its radio reporters. Since they work in the field, the CRS spent little money on data collection from the community. The only cost incurred was the printing of the survey schedules.

The methods of obtaining feedback from the listeners are now either through phone-in or through suggestion boxes placed at various locations in the area. The feedback obtained from the listeners is very important for structuring the time schedule of the programs.

Human and Social Sustainability

The following elements contribute to human resource sustainability.

i) Volunteer Selection, Training and Coordination

Hope to secure a brighter future in their cherished area of public performance is what brings prospective candidates to CKA. Though many people visit this station with a purpose to work here as a reporter, the selection depends only on how his prizing talent and spirit to serve community. Before the actual program production, they get studio training in the operations of recording and other related aspects. The Station Manager, who is an experienced worker in this field, personally supervises the training of new recruits. It was creditable on the part of Station Manager to keep his team happy and satisfied. He ensured that every reporter got an opportunity and satisfaction of producing a CKA program.

ii) The CKA team: Past and Present

Some field reporters have been associated with CKA since 2008 when this CRS was launched. They worked as part-time reporters as they did not receiving a regular remuneration for their work. They engaged in other
works in order to earn their livelihood and adjusted their time for going to the radio station which primarily depended on the availability of electricity supply to the station.

They received a series of trainings to put them on the track to work in this field in 2008.  "One World South Asia" trained them in basic operations. As field reporters, they found this training quite helpful. According to them there should be more such trainings in the future because they are of great help. The suggestion was that instead of increasing the time and days of these trainings it is better to increase their frequency.

The Station Manager has now developed a team of volunteers from the community. They represent virtually every segment of the listener groups on the pattern of a reporter in the local newspaper. For example, a poetess works here as reporter who makes programs in her own way as she has special taste for stage plays; a Muslim artist hailing from weaving community produces programs in Urdu language; a college going girl who was born and brought up in Chanderi, has penchant for debate and drama.

Currently, a team of nine volunteers, referred to as the 'Radio Reporters' or 'Radio Minhaj', manages CKA station secretly and take up the primary responsibility of producing its programs. All the Radio Reporters are educated and well trained in the field of radio programming. They have received regular training related to CR production work and represent all the segments of the community including housewives, students, weavers, shopkeepers, field workers, and teachers etc. Elkng out their livelihood in different professions, they bring their varied experience and perspective to the programs they produce. Each volunteer attends to work at the CRS taking time off from other commitments.

The volunteers team members are devoted and committed to the job in hand. They work here to whip their creative urge and not to earn money. They see this as an opportunity to hone their talents and a platform where their ability to make good quality programs is well tested. These are the reasons why local people feel so attached to CKA.


The volunteers have now been involved with the Community Radio project for over 3 years. The radio reporters are happy and satisfied working at CKA, which has given them a new identity. Now their names follow the tag line, 'Chanderi Ki Awaz ke Reporters!'

A small shopkeeper also working as a reporter because of his talent in script writing, feels happy that he is now a recognized radio artist and earns
respect wherever he goes. This single reason is enough to encourage him to work here. He mentioned about an incident when he was invited to a Government organized function where a minister was present. He received this honour because of his association with the CKA community radio.

One other reporter expressed happiness over the opportunity he got to exhibit his writing prowess. He feels that CKA provided a vast platform for him in this small city. For this reason, he viewed himself as a lucky person.

Many local artists, who had recorded their programs for broadcasting, thanked the station profusely for enhancing their popularity that brought them better and bigger stage performances.

The amount of enthusiasm and dedication one observes among the people connected with CKA does not appear to dilute though all of them feel the pinch of the absence of funding and resources. The people who had to leave it due to their family pressure, career improvement, or marriage prospects still try to contribute in whatever manner they can by way of ideas, scripts, and comments etc.

However, it appears that some sort of frustration is simmering in the hearts of these volunteers as they were motivated to work here on the assurance of a brighter future both career wise and economically. It is now time to reward their trust with some reimbursement or honorarium. This will also attract an inflow of fresh talent in the form of new volunteers.

CKA is the only radio station that has sustained for long with minimal financial support, and this has been possible only because of the courage and determination of the support NGO and its volunteer team. They enumerated the following challenges they face in ensuring a timely production:

1. **Recording with Experts**

   In the event of cancellation of a recording at the last moment without giving any reason even when there was prior consent obtained, there were always many problems. Since the station does not pay anything to the expert, the responsibility of arranging alternatives falls on the volunteer team members. This has a direct reaction on the station’s performance.

2. **Late Arrivals, Convention, Inconvenience**

   Reporters usually come for recording as per their convenience because they are paid frugally. If a recording is rescheduled because of reporter’s inconvenience, the whole thing goes haywire. Even the expert refuses to give alternate time.
Financial Sustainability

A small funding from UNESCO and donations from local organisations and well-wishers helped to set up CKA. The license fee was collected from member listeners on behalf of CRS. The aim was to build the capacity of youth and especially young girls to leverage the range of skills that they possess and provide avenues for expression of their talent. The gradual progression from a Community Multimedia Centre to a Community Radio Station has facilitated better ownership and participation of the local populace. People have gradually understood the importance of this radio station in their everyday business, and the station has managed to mobilise small and large donations from individuals and organisations.

The Station Manager conceded that at present CKA makes do with very low operational costs as there was no funding available to it. The basic expenditure is on electricity and rent for the space. He was aware that in the near future the reporters would demand adequate remuneration. In the event of increase in the time of broadcast from four hours to eight hours daily, the reporters' hope for more business would also arise. Since all of CKA CRRs are working part-time raising broadcasting hours does not seem feasible. However, the future of the station appears to be promising as the NGO running CKA assured its financial support till CKA achieves self-sustaining inflow of resources.

II Role of Advertisements

Interviews with potential advertisers in the area indicated that most of the people who own business in the area have used media for the publicity of their product. According to them pamphlets and notice publicity have been the most effective means of giving publicity to their venture. When they were given an option of publicity through CR they all agreed to it. They also accepted certain advantages of publicising through radio. They said that the average amount of money they could spend was around Rs.500-1000 in a month on publicity of their product. But these were all hypothetical statements and how many of these will come forward to actually rock their business with CKA station remains to be seen. At present very few entrepreneurs are giving ads to the station.

The barrier in front of this team of hard working and dedicated CRRs is lack of funds and availability of adequate resources such as own conveyance, equipment, etc. which limits their talent and capability to make good programs for their listeners. This makes them feel helpless. They also need an exhaustive training to become more self-sufficient in order to produce good quality programs and to maintain their equipment efficiently.
Reporters now expect better returns in terms of money. Revenue earning through advertisements is a must which they are trying to raise but with little success.

Promotion of the CR Station

Strenuous efforts are now required to convince people regarding the importance of listening to radio as in twenty-first century radio has lost its glamour that used to go earlier with this medium of education and entertainment. With the emergence of many other means of entertainment such as television and cinema, radio has taken a back seat.

An innovative approach adopted by the radio reporters in order to popularize their programs is by reaching out to their listeners through their mobile phones. Since there is a boom in mobile usage these days or in other words every person possesses a mobile, to popularize their programs they send SMS to the listeners providing broadcast schedule of a particular program. Apart from this, they also give advertisements of the program to local mobile shops and ask them to download the advertisements along with the songs in a person's mobile. When the person goes back home and listens to the songs, he/she suddenly hears the advertisement of a program to be broadcast on CKA on a particular date. Then calling up CKA the listener asks other relevant details of the program or listens to the program and then calls up to praise the program or give his/her comment.

One CRR suggested a website for CKA in order to increase its popularity. Advertising through banners and flex posters at prominent places will also increase awareness about the station. A personal vehicle with Chandani Kh und Awasw painted on it could go to villages for spot recording. People will take notice of it and hence know about it.

Technical faults developing in any equipment or the transmitter malfunctioning, the repair work is a big headache because in nearby place there is no trained person available. An incident taken place sometime ago highlights seriousness of the issue. One day suddenly the transmitter went out of order and there was no place to take it for repair. It had to be taken to Kolkata. It took long time to get it back and substantial amount of money had to be paid. This problem is going to be worse in coming times as warranty period of all equipment at CKA is nearing completion.

Erratic power supply is another big issue that always worries CKA team members. But nothing can be done in this regard. Hence it has been decided to purchase a generator set for which CKA immediately requires extra funds.
Its operational cost on purchasing diesel for the generator will further inflate CKA's cost. The Advisory Committee is aware of this grave situation and will soon inform its decision about it. It has also been decided now that for all risks connected with the safety of transmitter and other equipments, an insurance policy will be availed of.

'One Word-South Asia' supported purchase of equipments and cost of building a studio but the land for building studios was difficult to procure. People did not agree to give their land on rent for more than five years in a row. With great efforts there was a resolution of this song.

The station very badly needs a vehicle to cover field recordings. It will also help pick and drop of artists from their homes. Musical instruments required by the performing artists are also to be purchased. Everything needs enough funds that they are presently short of. Efforts are on to equip this station with every essential item.

Forward Vision

CKA's evolution over time exemplifies transition from a low cost indigenously constructed studio to a state-of-art well equipped station. This marks the journey of a community with support from other organisations, venturing cautiously into new, challenging territories. CKA's bright, tenacious and realistic volunteer team the making of a supportive and risk-taking community based organisation, and collaboration for funding the expensive equipment, rigorous technical support and training in radio production have served to give flight to the aspirations of the community in Chandan. The factor that remains a challenge is access to adequate funding in the form of grants, government sponsorships or DAVP advertising, and monitoring to identify and tap different sources of funds.

Location and Reach

CKA has effectively managed to effectively reach out to the intended population in the town and its surrounding villages. It was noted that the CRS is located away from the NGO premises.

The location and height of the transmitter are crucial to the success of a CRS; often times it is seen that the location of a station is determined on the basis of its proximity to the parent organisation but in the case of CKA the criteria of unhindered outreach and suitability of the premises was coupled with availability of its premises for at least five years and affordability.

Community Engagement, Relevance and Development Orientation

CKA's handpicked team of bright and dedicated local volunteers has been one of the most critical factors in ensuring the sustainability of the station. Constant engagement with the community on content ensures its continued relevance and popularity amongst listeners. Focus is on need based and development oriented programming.

Summing Up

It is the need of the hour for CKA to proactively seek out collaboration and funding opportunities that will ensure financial sustainability. This will in turn ensure the sustenance of its two strong pillars, namely, program and human sustainability. It is equally important to look into the safeguarding and maintenance of equipment from damage due to natural or man-made causes to the extent possible, especially owing to the cost involved. CKA may explore some measures undertaken by other stations in this context.

The recruitment of a core team of full time and part time CR professionals will ensure better management and production in the long run. Increased interaction with the community through innovative promotional activities, training of new community volunteers and creation of new cadres of radio reporters is a dynamic process that will ensure the popularity of the station and contribute to its longevity.
Case Study 8
Jago Mumbai, Bandra, Mumbai

Background
The Union Park Association (UPRA) of Bandra, Khar (W) under the chairmanship of Mr Navin Chandra set up Jago Mumbai. Mr Chandra felt that as citizens of Mumbai it was the duty of the Union Park Association to do something in solving the problems faced by the people in the area. UPRA members thought that unless people themselves take part in the process of development activities undertaken by the local administration or other government departments, they could not expect to see any results. UPRA recognised radio to be the cheapest and most convenient mass medium that can disseminate required information/knowledge to the inhabitants of Bandra, Khar (W). So UPRA invited people to take part in each of its programs to make it relevant to people in the area.

Among the first issues addressed the problems of finding a suitable place to install mast for antenna and setting up the studio proved to be the biggest challenge. But each problem started resolving one after the other with active support of members of this association. 'Jago Mumbai' became a reality on May 2010 when programs went on air for the community.
At present, the station has a regular transmission of twelve hours. This comprises six hours fresh programming from 8 am to 2 pm and a repeat broadcast in the evening from 2 pm to 6 pm. The reach of Jago Mumbai is only three to five kilometers in one direction as many high rise buildings obstruct its signal’s path. The other side is sea shore hence no coverage of population. Many slum areas spread around this locality including the famous and the largest “Dharavi” slum comes within its coverage area. Small urban villages of Bandra are also in this area. This CRS makes its best to reach each of them. The program composition is such that all sections get their voices heard. Right from rural Marathi to western Rock played by local youth one can listen from this station.

**Research Findings**

Jago Mumbai is preparing every day the schedule of a six hour program. The programs fully represent the taste of the mixed culture of the area. Members of an enthusiastic CR team along with a host of volunteers of all ages and backgrounds representing different socio-economic groups comprising the audience, undertake production of Jago Mumbai programs. With an urge to compete with other parallel stations, the team members prepare the programs with great zeal.

Initially, it appeared to be a big challenge to look for relevant issues day after day. Today a combination of field recording, studio programs and live presentations meets this schedule. Of total programs thirty per cent are field-based recordings, fifty per cent are studio-based programs and twenty per cent are live. As a result of partnerships around various ongoing events in the area.

Programs cover a wide spectrum of local issues. Exchange of ideas among staff members is quite intense and creative. Listeners of the station demand programs of high quality to match their tastes. Routine programs are not allowed to go on air. The following key elements contribute to programme sustainability at Jago Mumbai.

**Program Aim**

All the programs revolve around the CRS mission that stresses a clean, green peaceful Mumbai to live in. The Jago Mumbai CR team members believe that by empowering the community with knowledge, awareness and motivation, they can create an understanding of each citizen’s civil and social responsibilities and motivate listeners to proactively participate in the protection of environment and in all round development activities.

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*For details of Jago Mumbai programs see GEMCA-UNICEF CRS Project Renewal 2012: 4-19*
The CRS broadcasts film songs to some extent. The programs like OPEN MIC and JAGO MUMBAI DESI TRACKS cater to the demand for music from the target audience. The presenters of these shows are independent artists themselves.

Local banks abundantly use this platform to exhibit their talent. Only non-film recordings are permitted in the studio. The music programs are extremely popular among youth. The presenters of these musical shows are slum dwellers.

On 2nd October, Jago Mumbai joined as official radio partner with NGO Omang, which works for street children. A show called 'Campus Connect' was a drive to empower students with information on road safety laws. It was an instant hit among youth of the area.

In one such program, a small girl of about seven or eight years narrates a famous story. But in reality the female voice belongs to a sixty eight year old woman. This character is quite famous among Jago Mumbai CRS listeners. As the signal of this station partly covers Dharavi slum area, some of the programs are broadcast for them. Issues addressed in these programs range from civil problems to the techniques of home management. The program 'Home Minster' aims to empower women. The show is hosted by housewives from the areas where Jago Mumbai listeners live. After adequate training in the studio, they are asked to present programs in their own style and dialect. Jago Mumbai has a special focus on education of girls. In the family, BMC, the local civic corporation, is actively associated with the CRS to propagate its welfare schemes among people.

Decision Making for Program Content

There is an advisory board which normally decides about program content. It monitors day to day programs for their content quality and value. The board includes members from various segments of the local community, including representatives from Dharavi slum area.

Community involvement

In the short span of a year, Jago Mumbai has been successful in enlisting support of people from different fields. Through its programs, people have raised problems related to cleanliness, health, sanitation, domestic solid waste management (how and where to dump it), rain water and drain water utilization in a useful manner, environment conservation, plantation of mangroves, a typical problem of the coastal city, recycling of organic waste at local level and many other similar issues.

People are gradually becoming aware of the station and are now coming forward to contribute through program participation and calling the CRS on phone for requests and suggestions. Participation of volunteers is quite amazing.

Some artists who contribute to the station belong to well-off families and come to the station to what their cultural appetite. The station welcomes every new entrant to present his/her talent. The influx of talent is swift and fast. The trend in the station is to invite an artist to the studio for recording or presentation rather than to go to the location for field recording. News about the station is spreading fast through word of mouth and many young persons visit the CRS every day in good number to contribute in some way.

Networking with Other NGOs

The CRS is networking with other NGOs, community groups and clubs for their involvement in programs like 'Hum Hona Kaamyaab' (we will succeed one day), which focuses on differently able persons, who are studying in special schools or are enrolled with some NGOs.

Jago Mumbai CRS receives cooperation from every quarter. People are happy to share their problems and experiences and also cooperate in preparing program content. For example, NGOs working for waste conservation or disposal of non-degradable plastic waste have prepared programs with Jago Mumbai.

Feedback Mechanism

The CRS obtains feedback through e-mails or phone calls. Volunteers also get feedback on the programs whenever they visit people for recording. Fortunately, the CRS gets regular coverage in the local newspaper referring to its radio programs and various other field activities of public welfare. This has helped promote Jago Mumbai CRS amongst the listeners. The depth of community interaction and quality of the programs produced are the most significant factors for popularity of the station.

According to one estimate, approximately sixty to seventy thousand people daily listen to the programs of this station. Because of money constraints, they have not undertaken a methodical field survey on radio station's popularity. But soon this problem would be taken care of and they would systematically gather feedback on the efforts made so far and its impact. Reliable figures from the survey would be a testimony to convince advertisers about the CRS' popularity in the area, and they would then be ready to use the CRS as a channel for promotional activities.
**Humor and Factual Interactivity**

Supported by staff, volunteers and other NGOs, Jago Mumbai is making its special mark in the Community Radio map of India. The following core components have made the station so popular in just one year of its existence:

1. **Afurah Asmal and Ghalib Ali Zayyani**

The CR Station has a battery of twenty young and dynamic field representatives who hail from all probable community sections. The station holds high expectations from them to make contributions that are not just representative but also meaningful and of high quality.

Ahmad Sheikh, 24, has joined it only few months back because he had completed a three month course from a local college in skills of a Radio Jockey (RJ) and wished to have practical experience to refine his talent. His passion for radio was so deep rooted since childhood that he left a lucrative job in a BPO to complete this course. He now takes pleasure in meeting people of different tastes and traditions and also gains experience as a RJ.

But he concedes that he is using it as a springboard and will jump to a professional platform later on. His plain speaking made it clear that his current job made his survival possible but it did not promise any prosperity to him. Sheikh declares that everyone at Jago Mumbai is so friendly and caring that one always feels at home. “Some very talented persons are there who guide us every step. Nowhere, I will get such atmosphere,” he says. “I have interviewed people like auto drivers, housemaids, municipal workers, taxi drivers to understand their point of view on each issue related to their everyday life. The station provides me full space in the program presentation.”

Zeela Jamindar, 25, is an interior designer and works as a lecturer in a college. She has a diploma in Mass Communication, she says. It was out of sheer love for media that she grabbed this opportunity to exhibit her passion and talent no matter how basic. She felt that she could add value to this nascent radio initiative and is proud that she is contributing in some way to its increasing popularity. It is purely volunteer work and she does not expect anything in return. “In fact, after meeting people of different sections, I have grown more passionate and my devotion to radio work at Jago Mumbai has increased manifold. The best thing here is the atmosphere, I feel at home among these people. Everyone here is eager to contribute something. For me, it is proving to be a school to learn as well as to teach,” she says.
Another staff member says, "The satisfaction I derive when I meet people on the street for recording their problems is simply amazing. When I get feedback from people outside the studio about my programs, I feel elated. Nothing can be so satisfying. I will never leave this place for better prospects or pay."

Volunteer involvement

At present, Jago Mumbai has the strength of five permanent members of staff and twenty volunteers. Whenever Jago Mumbai gets a new member to join as a volunteer, it asks for a six-month commitment from the newcomer. Most of the volunteers are students, housewives, and professionals from different fields. They come and work according to their own convenience and timings. Each of them is energetic and wishes to do something creative. The CRS offers full freedom to the volunteers on selection of issues but with some restrictions on language and other ethics. There is absolutely no condition about their qualification because creativity is paramount for Jago Mumbai. It provides training that is the other necessary component for its volunteers.

The CRS has representatives among the volunteers from slum areas of Khar-Danda and people from Koli community, the fisher-folks. There are three Radio Jockeys reserved for each program, as substitute arrangements.

At the same time, attrition is a problem as the staff and volunteers work at the station for a limited time and then move on to work in better paying jobs.

Financial sustainability

The UPRA manages the monetary demands of the CRS, but this arrangement is not going to last long. Members of the UPRA sometimes raise questions about the money spent on this venture and repeatedly they are told about the utility of the service. However, the CRS team members do want to make the station independent in respect of its finances. A self-sustaining mechanism is to be evolved to get continuous inflow of money to Jago Mumbai CRS. This can be done when there is an inflow of revenue through advertisements and there have been efforts to ensure this. There is concerted effort to attract advertisers and media agencies but the weak signal resulting in low reach has always subdued their enthusiasm to partner with Jago Mumbai. Results to ensure financial sustainability have also been discouraging for other reasons like high building rent and inability to pay adequately to the staff and visiting artists.
The CRS team felt that organizations like CEMCA could help in receiving government sponsored ads through legislation on the pattern of other mass media. It believes that the Government needs to treat urban and rural CRS separately. There should be a separate policy for setting up and running a CRS in urban area or a big city as challenges before them are of a different nature. On the one hand, because of the high rise buildings the matter of adequate reach of the CRS acquires much greater importance. Business for radio can easily be garnered if this problem is overcome.

A big deal with Indian Oil failed to materialize as the CRS failed to give demonstration of its radio program in Indian Oil office which is hardly two kilometers away from the radio station. Similarly the funds required for engaging staff in an urban CRS are very high compared to a rural CRS.

**Prominence of Advertising Visions near the CRS Station**

Advertisers feel that the area around Bandra and Khar is a posh market where everything is available for daily needs. It is full of showrooms, restaurants, parlours and other shopping facilities. Every shop owner wants to attract buyers by publicizing his her products. Using CRS station as means to arrange publicity for business is an option to them. Advertisers feel that print media, hoardings, word of mouth were more credible sources for them presently, as the CRS was still new and needed more time to establish its popularity and reliability. Commercial radios were also seen to be preferred as they offer attractive schemes. Signal strength of Jago Mumbai is weak in comparison to other radio stations. It broadcasts programs between 8:00 am and 8:00 pm. The CRS team members feel that broadcast time should be increased to late night. Mumbai remains awake till midnight.

There was a suggestion to appoint more marketing people to contact the advertisers individually and personally. Private radio owners follow this practice. Advertisers feel the efforts must be made to attract and promote the station amongst different segments of population as they constituted the market for advertisers. For example, programs should target more on youth as they constitute a large segment of the market. Their involvement will increase station’s popularity in the area. There need to be special programs for housewives as they are the buyers in real sense. The CRS needs to arrange quiz contests and prize schemes to win active participation of the listeners. Traffic jams are everyday an issue in this area. Regular updates on traffic by the CRS will keep listeners glued to it.

**Expectations from BMC and State Government**

The CRS approached the Commissioner of BMC for its ads. BMC simply
refused the proposal and pointed out the small-scale operations of this CRS. The CRS also requested for a waiver of the fee of Rs. 482,000 for establishing the tower but it was denied.

The nodal central Government agency, DAVP places ads in different mass media but it is only now ready to accept the CRS' name on the list of beneficiaries. Jago Mumbai believes that if it gets this support, the credibility of Jago Mumbai in the market will increase manifold.

Despite all odds on the scene of revenue earnings, the entire staff of the station are quite optimistic about the future. The inflow of revenue through ads will pick momentum in future as its programs are better in quality and need-based. Efforts are on in various ways including contacting NRIs and other foreign friends belonging to this area to come forward and help the CRS. A newly appointed Marketing Executive is working very hard on this aspect. The CRS is working on preparing customized packages of programs on demand and it will in this way earn a good dividend. It is optimistic that advertisers will soon recognize that this is their own station working for their welfare, its programs are to empower them to their rights. New packaging of programs and sales strategy will fructify sooner or later.

Euthanasia & Self-Murder

The station presently operates from a multi-storied building and uses its terrace as studio. It is on a three-year lease and the CRS pays Rs 600,000 per year as rent. It wants a permanent place in this area to become a known identifier of Jago Mumbai in times to come. The Union Park Association is working hard on this issue and is looking for a solution with the help of BMC.

Jago Mumbai CRS faces the biggest problem of high rise buildings because they obstruct its radio signal to cross even two kilometers in case of some directions. Realizing the fact that it is not permitted to increase transmitter power above 50 watts, Jago Mumbai CRS has the option of installing boosters in the vicinity. As a special case for Mumbai, the CRS hopes that there could perhaps be some relaxation in rules. It wants to reach to a huge area of Dharavi, the largest slum settlement in Asia. It will be a great help to these inhabitants, if Jago Mumbai can fulfill their demands of entertainment, information and education through its good quality programs produced and presented by Dharavi inhabitants.

There is no problem regarding maintenance of transmitters and other equipments. Jago Mumbai transmitter has never gone off. In any case, the CRS has a standby all its disposal, in case of such an eventuality.
Jago Mumbai is situated in the heart of Mumbai and it effectively leverages the multiple socio-economic groups that it serves. Volunteers from all these sections contribute effectively to sustain the content creation process. Diverse participation ensures a good mix of creativity and sensitivity towards development processes. The subjects of the programs are creatively determined and there is a program management committee that is well represented. At the same time producers have a say in production as well.

The CRS focuses on a range of themes of relevance to the average Mumbai citizen. Its leading practice comprises building of a large committed team of community-based staff and volunteers, and customizing of programs to match audience needs. The station is so located that the transmitter should be effective over nearly three to five kilometers around, but the presence of high rise buildings obstructs its reach.

The Government needs to consider modifying its rules for the urban areas to facilitate greater reach. If signal strength and coverage issues are thus addressed, especially in urban areas, it could catalyse response from media agencies to consider Community Radio as a "value for money" platform, leading to similar actions around the country.

Regarding listener feedback and impact assessment, about sixty to seventy thousand people are estimated to listen to the radio daily. However, no survey has been conducted to establish this or to understand the audience characteristics and needs. Feedback is received through email, phone calls, through visitors in person, and through coverage in the newspapers.

Summing Up

The CRS needs to set up systematic mechanisms and conduct regular surveys reaching out to the audience across the coverage area and gathering their reactions and comments. This is particularly necessary in a situation where the CRS sees itself as competing in a city of multiple choices for information and entertainment.

Jago Mumbai could best be considered as an example of community participation. Right from Station Manager to the Chowkidar every one is determined to make this venture a success. How difficult it would have been to get a place in posh Bandra area to install a radio station! This group of activists must have put in their optimum to see it through. To make it run in Mumbai among heard of broadcasting stations - both public and commercial stations everyone has contributed in their might in more than one way.
Case Study 9
Tilonia Radio, Ajmer, Rajasthan

Background
Situated at a distance of fourteen kilometers from Kishangarh in Ajmer District, Tilonia village is known for its Barefoot College where villagers carry out numerous development activities. Tilonia Radio works under an NGO called the Social Work and Research Centre (SWRC), which has two centres, located at a distance of one and a half kilometer from each other. Poor infrastructure, bad roads, and indifferent electric supply make difficult to access the village from Kishangarh.

Tilonia Radio Station is located in the basement of a modest building that also houses the station’s transmitter. Instruments are placed on stone slabs in a single unfurnished room. Papier-mâché egg trays fitted to walls create acoustic effect in the room that also serves as a location for recording. Apart from this, there is a larger room in another building within the same compound that stands for a studio. Besides the Community Radio Station (CRS), the SWRC has almost all other traditional means of mass media as teaching tools and it organizes street plays, stage dramas, puppet shows all over the country and abroad to spread messages. It provides video recordings of
all its activities all over the world as part of cultural exchange programs.

Every person working in Tilonia Radio Station is essentially a local with very little formal education but is proficient in the assigned job. No one in this CRS has received any formal training. There are a large number of women working in every department of this NGO. Non-literate women control computer section, book library, tape library, video library and they work as dentists in the campus clinic. Physically challenged persons get jobs on priority. In every field to prove that their disability is not a hindrance.

This NGO provides platform to thousands of non-literate villagers who want to come up in life without any outside support. It guides them to utilize natural resources for development but not disturb the natural balance of the environment. All their activities are eco-friendly. Numerous development activities carried out in many villages surrounding Tilonia have transformed the very look of entire region. Solar energy generates electricity to illuminate village roads and to provide power to the CR Station. SWRC harvests rainwater to fulfill drinking water needs and recycles disposable waste for better living. Till sometime ago non-literate, the villagers are now running adult education program in Tilonia. These are some activities that have earned worldwide acclaim to this NGO.

The design of Tilonia community radio station is to integrate with the ongoing values, principles and vision of its parent organisation Bunker Roy, the founder of SWRC. He conceptualized that the CR Station would be a means of mass communication with a difference where members from local community will perform every duty and there will be no outside support to its activities.

Tilonia Radio Station runs for six hours every day, two hours in morning, one hour in afternoon, and three hours in evening. This pattern of broadcasting hours ensures that all segments of the community are able to listen to its programs easily and also give their feedback. Repeat programs are broadcast for three hours daily. But it is ensured that the repeat programs are broadcast at least after one month and these repeat programs contain at least thirty percent new content.

More than thirty villages falling within a radius of fifteen kilometers can listen to Tilonia CRS programs. Reach of its signal is to a total of 150,000 to 200,000 persons, of which the number of people listening to the CRS programs daily is about 50,000.

Tilonia CRS is more popular among middle aged persons as the broadcast is mostly on subjects like NREGA, women's empowerment, Padmatamli
Bhajans etc. However this CRS is unable to attract youth because this segment is more interested in film music whereas Tilonia CRS only broadcasts folk music and informative programs.

**Program Sustainability**

Before launching the station, the CSR team worked on understanding the concept of a Community Radio Station. It was decided that the station would help propagate the mission of development adopted by the NGO with self help concept. Programs were prepared to give relevant information to the community so that utilization of such information in everyday life receives further support.

The following key elements contribute to program sustainability in Tilonia Radio:

1) Constitution of Advisory Committee

There is an Advisory Committee that monitors the outputs of the radio station. This committee also provides support in terms of ensuring compliance with the radio station’s technical and social guidelines. Community Radio station conducts three to four meetings in a year with advisory committee to discuss ongoing programs, status, new opportunities, and other issues.

2) Program Line-up

The program focus of Tilonia CRS remains on how to bring an impact on local community through local schools. Teachers, students, and government officials like the local patwari, and postman are involved in programs to bring out the local flavour. They all use the platform of Community Radio Station and apprise the local community about problems and their solutions. This approach integrates Tilonia Radio programs with the aspirations of all segments of local population. All the programs are recorded in ‘Marwadi’, the local language.

The programs broadcast from this station take up the following subjects:

- NREGA - Government run village development program
- Night School Teachers
- Primary Education
- Health Program
- Mahila Group (women’s program)

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Footnote:

Jagriti Geet (community songs)
Kabai se jugad (using waste to create utility items)
Folk songs

Tilonia's puppet team is well-known for its famous fictional puppet character "Jokhim Chacha", who sings the hugely popular signature tune of Tilonia CRS. Jokhim Chacha always gives suggestions on Tilonia CRS to local people to work for welfare of the community.

(ii) Content Generation

Thematically, the following priorities of Tilonia CRS characterise its program broadcast:

- Knowledge sharing on water management techniques (drinking water, rainwater harvesting, etc.)
- Healthcare
- Use of renewable energy i.e. solar lighting, solar water heating, solar cookers
- Employment and self-employment opportunities
  Imparting information about the Right to Information Act (RTI)
- And other government programs that facilitates entitlements for women, children and the rural community.

(v) Content Bank

One of the strengths of Tilonia CRS is its content bank of 500 to 700 hours of recordings of cultural programs, stored in its archive. It does not face any difficulty in content generation as SWRC has a communications department which organizes puppet shows, street plays. Two reporters working with this NGO have association of decades and hence have slowly built this collection.

(v) Networking and Linkages

The CRS' approach for content generation is to go to various places for content gathering, and also record programs in studio whenever anyone visits SWRC. When Farukh Abdul visited SWRC, radio team asked him about his views on solar energy and conveyed his message to community through radio. Similarly when Dalai Lama visited Tilonia, the CRS organised a live broadcast of his visit, SWRC had conducted in Tilonia a workshop on Health: Suraksha Yojna (Health Scheme). Radio team worked with the health department and got assurance that all material that is received from it
will also go to the CRS to produce its programs. During inauguration of the workshop, the radio team took into account the views of the Health Minister on different issues related to health schemes:

**Feedback Mechanism**

Prior to its launching the CRS team carried out a study to identify the audience and their characteristics including the population, number of schools, the percentage of women etc. Subsequently there has been no systematic feedback mechanism instituted at the CRS. At present plans are afoot to conduct a feedback survey to understand the profile of listeners, their expectations, and popularity of CRS and there is already a questionnaire prepared for this purpose.

**Human and Social Sustainability**

The radio station consists mainly of three persons who perform different roles when the need arises. The Station Manager is overall in charge of the station, but also doubles as a Reporter. There is a woman who is also the Manager cum Reporter. The third person is again a woman who is Editor and renders her voice as Announcer as well.

The following key elements ensure the human sustainability of the CRS.

**Experienced and Dedicated Core Team**

The CRS works efficiently with a team of just three persons and they are completely dedicated and passionate about their work at Tilonia Radio. This trio, of similar cultural background, associated with the NGO for a long time also perform other duties in case the occasion demands. The team members believe that every task of the station is their responsibility and so scarcity of human resource has no place here. The environment is charged, and people are excited about their work, even though the infrastructure is austere, reminiscent of Ashram life in India. In practice there are no hierarchies and pay drawn by the staff members falls within a short range. Some of those working here also live on the premises in very modest houses.

In case of any immediate or urgent need, the team requests SWRC member-teachers of the college, who live in the nearby villages, to do the recording, for example, of a function held in their village. It is part of the prevailing concept that any person can do any job provided that person gets the opportunity.

**Community Involvement and Interaction**

The community itself gives information about the programs held in the
villages. So the number of reporters working for station is not only two, rather the CRS has hundreds to hundreds and fifty reporters working for it. So the community itself participates in the production of programs. Location recording invariably covers all fairs, big or small, held in nearby villages. Most recordings are generally made either in the field or in offices with government representatives.

However, the concept of using local community members to prepare community based programs is only partially achieved in this CR Station as three persons of local origin are working as reporters but they are old hands of this NGO associated with it since long even when this station was not there. No outside person is allowed to render their services even if they wish to do so.

**Training**

There is no formal training organized for Tilonia Radio Station team. However, the Digital Empowerment Foundation (DEF), connected with SWRC, provides the necessary assistance to train the team with no cost involvement. The Solar Electronics Department of SWRC trained the team about how to operate the solar energy powered handset. Another person who belongs to the community handles computer related issues.

Tilonia Community Radio Station is using Linux software. Digital Empowerment Foundation also gave training on Adobe Edition for four to five days.

**Economic Sustainability**

Station was established with a total investment cost of Rs. 500,000 to 800,000 approximately. It included only the cost of equipment. This extremely low budget enterprise came into existence as every other facility was either not arranged or depended on local infrastructure. Even the electric connection was not available and this station uses solar energy, so the recurring bill on electricity does not exist in this case. Significantly, three seasoned persons who are associated with this NGO since long manage the entire work of running this station. The total operational cost is approximately Rs. 15,000 to 20,000, which includes salaries of the staff and maintenance cost etc. This is one of the cases of a low-budget CRS.

**Revenue Generation through Ads**

Tilonia Radio’s main objective is to spread a relevant message of social change and development in rural areas. So it does not think much about the revenue and has not contacted any advertiser to give advertisement on
radio. It is not even sure whom to ask for advertisement. But the fact is that there is no business activity in nearby places of this CRS. The only place to get business is Kishangarh which is about fifteen kilometers away from Tilonia. Here the most popular business is of marble quarrying, and it is carried out on large scale with business firms outside Tilonia. Earning revenue through advertisements is thus non-existent here. The prospective advertisers contacted in the market showed no inclination for it.

Neither the reach of the station nor the program’s quality satisfied those who could be its advertisers.

Tilonia CRS is now planning to first introduce ads for their own NGO and is planning to broadcast sales of its products that include handicraft items, solar device apparatuses, and sanitary napkins for women. The villages sponsored by the NGO and the NGO itself manufacture these products.

As a community radio station is a government created concept so at least government-sponsored advertisements should find coverage through these stations.

The agenda of this organization is not to earn profit from any of its activities, including community radio. Moreover, the future of this station is well secured as running expenditure of the station is quite nominal. It does not need to pay any electric bill and building rent and even the salary of working staff is restricted to minimum required.

Government-sponsored advertisements can provide some support to improve its financial position and it will well be within the framework of its working motto of community development.

Health disparity

The location of the station is such that for any work one is required to go to nearby urban place as almost nothing is available here. This also applies to repair of machines and other equipments. In case, anything goes wrong with the equipment, the nearest point of repair is only at Kishangarh.

The place selected for operating the station and installation of transmitter is ideal as reach of signal is far and wide due to its position. Yet, due to peculiar topography of this area signal does not reach some places. Some effort in this direction will increase the popularity of the CRS.

Public relations

Tilonia CRS does face problems in content generation because of its requirements to produce a new program every day. Keeping in mind the objectives of the station, film music is not broadcast. In spite of repeated
demands from listeners. Sometimes there are problems in software and other technical equipment that they are unable to solve. For repair, they have to rush to the district centre at Kishangarh.

**Summing Up**

At present, the station broadcasts programs that support the mission of the NGO that may or may not attract non-members. However, the folk-songs relayed by this station are very popular among the community members.

There is no provision to prepare script for any program. Programs lack entertainment content and mostly consist of plain field recordings. There could be interspersing of information with and entertaining programs. Studio based productions prepared with the help of experts and other artists could also find place in the program schedule. Fresh voices of anchors will add to its popularity.

The entry of local volunteers needs a welcome by the CRS as it will not only encourage participation of local community but also bring new talent to it. This will directly benefit the station in better quality production.

More working hands will reduce the burden on the three reporters who have to run the show anyhow. Introduction of young blood will bring new ideas to its programs.
Case Study 10
Kalanjiam Samuga Vanoli, Nagapattinam, Tamil Nadu

Background
Kalanjiam Samuga Vanoli CRS @ 90.8 MHz was launched on 2 July 2009. It is a UNDP-funded communications project set up by DHAN Foundation, an NGO, based in village Vilunthamavadi of Nagapattinam District in Tamil Nadu. The CRS broadcasts for two and a half hours every day. Kalanjiam Community Radio Station came up to use information and communication as a tool for social change and thereby prepare the coastal community to cope with disasters, build resilience to cope with such disasters and strengthen their livelihoods. The CRS also intends to build the skills of the community to prepare and disseminate locally relevant audio programs so that the community is able to experience socio-economic and cultural development and preserve local wisdom and traditional knowledge systems.

The CRS makes contributions to the community by broadcasting programs on disaster management, local best practices of women, Self Help Groups and agricultural farming activities. Its signal reaches a radius of eighteen kilometers and spreads over fifty-five villages covering a population of 150,000.
Program Sustainability

Initially, the CRS found it difficult to produce the required programs for three hours of broadcast every day. However, it solved the issue by producing a bank of 400 folk songs from the community and also by repeating broadcasts of some popular and useful programs on appropriate occasions. Locally talented artists produce the folk music programs and hence there is no expenditure involved.

The staff members of the Community Radio Station produce and broadcast all its programs and there is no outsourcing of its programs. There is voluntary participation of the community members and therefore, no expenditure is incurred on this account. Agricultural experts provide information on agricultural programs and the doctors provide hints and information on health programs. The staff members produce the programs and the experts provide their consultancy free of cost.

There is no paucity of talents in the catchment area of this Community Radio Station. It is able to manage with the existing talents. The Manager and other staff members decide the program design and content and Program Management Committee supports their decisions.

The following list of key elements contributes to program sustainability at Kalanjiam Samuga Vatholi.

ii Involvement of the Community

There is practically no problem in involving the community in the development of the CRS. The local people involved in the CRS at all levels as planners, producers, participants, and experts. Also, the community is also assisting in content generation; this is particularly so with the production of folk music programs.

iii Program Innovation

Kalanjam CRS offers a range of innovative programs with live broadcast of Kathambam Kadiasi (stories), Kavitha (poetry), Thagaval Thumukkugai (tittles), Karuthuka (thoughts), Payanula Siru Kurippugai (useful hints), Kavisode (literature), and Mulgagniya Magalithiyam (herbal medicine).

iv Program Outline

Total duration of broadcast is three hours, starting from 8:00 am to 11:00 am. The design of the broadcast content bases its foundation on several programs focused on a number of locally relevant topics. In addition, providing valuable information to the community and giving a voice to the community’s talent go a long way to reinforce the high quality of programs of this CRS.
The focus of the programs include agriculture, fishermen, women, children, health, leaders, education, culture and practices, Disaster Risk Reduction (DRR), employment opportunities, herbal/home remedies, HIV awareness, SMS/postcard jokes, cooking tips, information bits, and live interaction with experts, etc.

**Management Committee**

The Management Committee\(^{1}\) of the CRS comprises six members from the local community, two of whom are women. It includes a nurse, a headmaster, a tailor, a cycle shop owner and a farmer. Its primary responsibility is to oversee the program content and generation as well as the other activities of the CRS. The members meet every month for program pre-view and review. All the members except the Manager of the Community Radio Station are honorary and get no fee or remuneration. The tenure of the committee is two years.

**Impact/Feedback Study**

The CRS conducted a feed forward study at a cost of Rs.20,000/- and carried out a survey of its impact on the people of the area. Generally the CRS follows the approach of personal interaction for obtaining the feedback on its programs and does not conduct any regular study for this purpose. According to the CRS team, the feedback is very important for the improvement of programs and so far, the feedback received is only positive. At a time when stress-related suicides are increasing among the student community, a testimony from a community member of Kalenjiam enforces the salutary influence of the CRS. Broadcasting agricultural programs the CRS has been able to raise the cultivation of the particular villages. Broadcasting Self Help Groups programs has enhanced their performance and broadcasting disaster management programs have inspired the fishermen to take some of the precautionary measures suggested by DRR experts.

**Humin and Social Sustainability**

There are four regular Community Radio Reporters (CRRs) who take care of the broadcast of the station with complete involvement in program planning, field work, production including dubbing and presentation/anchoring the

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\(^{1}\)For details of tasks included in program review of Kalenjiam Samage-Vaidh-CRS see OEMCA-UNICEF CR Project Report 2012: 124.

\(^{2}\)For details of the management committee of Kalenjiam Samage-Vaidh-CRS see OEMCA-UNICEF CR Project Report 2012: 133.
They work from 8:00 am to 1:00 pm with a day off each week. It is interesting to note that the CRRs are just class Xth pass higher secondary school dropout persons but they are able to carry out all aspects of broadcasting efficiently including computer dubbing/editting of programs. Although the CRRs are only matriculates, their performance in anchoring producing, editing, dubbing, outdoor broadcasting (OB) coverage is remarkable. The CRRs’ salary range is from Rs. 1,500 to Rs. 2,650 a month. The staff members hail mostly from rural backgrounds and do their field assignments by travelling on bicycles.

The CRRs are satisfied with the work culture of Community Radio Station as they have full freedom of working and the CRS takes care of their welfare as well as accepts all their constructive suggestions. As a matter fact the group/team work and the service to the society make the CRRs most satisfied workers. They are happy with the compensation offered by the Community Radio Station. According to them, their work satisfaction comes from its creativity and contribution to the community and not from any monetary benefit that they may gain from another profession.

Attitude Toward Staff

The attention level of the staff members is relatively high as more than ten members have left the CRS from its inception. This is so because of better job opportunities elsewhere and relocation of women after marriage. Although this was found to be an important bottleneck in running the station initially, the issue was resolved by ensuring the station with senior staff members and timely induction of new people to fill the gaps left by the outgoing team members.

The Community Radio Station employs only full time workers for field work, production and presentation of programs, as they are better performers and the full time workers do all types of work in the Community Radio Station if trained properly. The Community Radio Reporters feel satisfied with the job as they can work locally and contribute to the community. However, it is possible to minimize the attrition by paying the financial compensation in time.

Training

The staff members of the Community Radio Station have been well trained in the profession. Even the junior most staff member has attended four training programs and the senior most having has completed eight training programs (CEMCA, VOICES, Bangalore, Namma Dhwan Community Radio Station, Bangalore, Madurai DHAN and AIR staff members). provided
training to the CRS team staff members of Kalanjiam Samugra Vanoli. The trained staff members are now able to train members of other CRS teams. This approach to the training of staff members does not involve any expenditure.

**Financial Sustainability**

Kalanjiam Samugra Vanoli CRS spent about Rs. 180,000. It included the amount of Rs. 20,000 for lead toward study from UNDP, Rs. 100,000 for setting up its studio from DHAN, Rs. 200,000 for equipments from VOICES. It spent Rs. 100,000 from DHAN, and another Rs. 300,000 from DHAN for other expenses. UNDP Foundation and VOICES provided funds for its initial expenditure.

The current running cost of the CRS is on average Rs 35,000 per month. It includes transportation Rs 1500, electricity Rs 1500, staff salaries Rs 20,000, miscellaneous expenditure Rs 12,000. DHAN Foundation meets the running cost of the CRS. There is also financial support from time to time from VOICES and UNDP.

The Community Radio Station found it very difficult to raise funds from advertisements. Although it is still trying hard to mobilize such funding sources, at present DHAN Foundation meets its expenditure.

The market potential of the area is very low and economic level of the people is equally low and therefore the commercial prospect of earning financial support from advertisements is not feasible. The only advertisement received was the one from a local computer centre.

There is no sponsored program at the CRS and therefore sponsorship does not genrate any income for it.

**Technological Sustainability**

Fluctuation in power is the major problem of this CRS and setting up an inverter solved the same. In this cyclone prone area, the transmitter was uprooted due to NISSA storm, and the technicians and engineers from Bangalore are now trying to achieve its re-setting up.

**Policy and Practice**

The station is suitably located so the transmitter is effective over nearly eighteen kilometers around, and reaches a population of 150,000. It has been able to implement policy guidelines in the following manner.

Kalanjiam Samugra Vanoli’s sustainability depends very much on its connections and rootedness in the community. Its community-based programs and folk music have the context of the local situations and needs.
The management team and the CRR team are community based. There is active involvement of community volunteers who participate in the creation of contents of all its programs.

The experiences of listeners who have benefitted from the programs amply reflect the impact of the CRS on the local community.

Orientations of program themes relate to development, agriculture, health and improved quality of life. The CRS has thus located itself in a context that is relevant and useful to the listeners.

Its leading practice is the building and training of community based staff and volunteers, and customizing of programs to match audience needs is its key strength. The CRS gathered feedback in the initial stages but subsequently there has been no attempt to interact with audiences. There is anecdotal evidence that SHGs, farmers and others have benefited. The CRS could set up systematic mechanisms and conduct regular surveys reaching out to the audience across the coverage area and gathering their reactions and comments. This is particularly important in a situation where the CRS perceives itself as a tool for disaster preparedness and management and where linking broadcast to other institutions and projects would increase its effectiveness manifold.

**Summing Up**

In order to reinforce its community base the CRS may also plan to organize regular interaction of various CRSs by holding seminars, workshops, newsletters and other forums. According to the CRS team, a Community Area Association Network would be a suitable institution for such an endeavor.

As the location of the transmitter is a key factor in ensuring clarity and reach over the entire coverage area, the CRS would do well to invest time and resources to explore the terrain well and select a location that best exploits the range and power of the transmitter.

Experience of Kalanjam Radio forefronts the question as to whether it is possible in the Indian context to have community-owned and self-managed radio stations. There is a need for high capital expenditure to set up the station, followed by the need for a regular team of CRRs who will not only ensure a steady flow and quality of content but also build and motivate volunteering in the community. This need becomes further complicated by the high risk of natural calamities destroying the expensive equipment and transmission tower.
Chapter 3

Findings and Recommendations for Some Practical Actions by CRSs

Coming a long way forward since the year 2006, when the revised community radio policy guidelines opened up a path for grassroots bodies to set up and run community radio stations in India, the community radio movement appears to have taken long strides in the direction of its positive development. This does however imply that the movement is no longer a matter of ongoing struggle. In order to actually empower the marginalized and give voice to those so far unheard, the community radio movement has miles to go. At present the CRSs have just made a quiet entry into the world of broadcasting and they are still a small voice on the mainstream media stage. Given the large size of territory in India, the number of operational CRSs is still quite low and the local, regional and national level mediascape can easily afford to ignore their individual or collective voice. In this sense the ideal of the CRSs strengthening the democratic tenor of India is not yet a viable proposition. All the same CRM has to carry on its struggle to improve for the masses India's human development
Indicators in the field of health and education and CRSs have the potential of providing substantial inputs on this front. Our in-depth study of select CRSs is only a small step in the direction of learning about good practices for realizing the full potential of the resource of community radio.

The government has now speeded up the application process of community radio. The processing time of CR application is now significantly reduced and it is also possible to apply online and track the status of application. Transparency and accountability are now in place in the form of a Facilitation Centre that has come up in the Ministry with a toll-free telephone number that would provide people any information regarding community radio in the country. Hopefully, there will now be many more organizations interested in setting up CRSs and making them the suitable vehicles for development of communities at grassroots. Then comes up the question of nurturing and sustaining what has been initiated as a small effort. Sustainability as we have endeavored to elaborate throughout this book is a multi-directional path that a CRS has to continuously tread. A little miss in one direction is likely to cause a serious hit in another way. This is why all stakeholders, the CR activists, policy makers, NGOs, educational institutions, in fact all concerned with inclusive development paradigm need to work together for achieving holistic sustainability of community radio in India.

The 2006 community radio policy guidelines (see Annexure VI) provide clear direction regarding program sustainability that CRSs need to generate in terms of-

- Language and dialect formats
- Audience survey report
- Themes to address
- Program management committee

The above issues are examples of elements in the community radio application itself that clarify pre-requisites for a good CRS. In this sense the stations are printed to meet these requirements and the guidelines serve them well. Moreover this has helped to establish standards and practices across the sector. Therefore it is an important exercise to identify the contributing factors that promote various kinds of sustainability of a CRS and ensure their continuous presence. In Adhiring Voices we have talked about four aspects of sustainability and speaking in similar vein, the following discussion aims to provide inputs to those aspiring to set up CRSs in different parts of India.
Key Findings of CEMCA-UNICEF CR Project

Discussion here relates to the issue of various dimensions of sustainability of community radio stations. Findings of the CEMCA-UNICEF project team reveal several remarkable features of community radio in India.

Program Sustainability

All CR stations need to have a representation of the marginalized groups on the CR Management Committee or Program Management Committee. Our sample of select CRSs shows that the stations that had a clear and robust representation were better sustained in terms of content. Since vision of community radio in India carries the image of a platform that brings to forefront the voice of those who have so far remained voiceless, this vision needs to be a priority of all CRSs in India. For effective functioning of the CR management committee a set of guidelines include the following considerations:

- Clear enumeration of the terms of reference of the Committee
- Representation in members’ selection by class, caste, gender, geographic area
- The representation range of the number of members from six to twenty
- Once a month meeting of the members and budgetary provision of this meeting could also include systematic documentation of the meetings
- Constitution of the quorum to preserve the spirit of inclusion and non-discrimination

By the time the CRS reaches the GOPA stage, it is necessary for it to conduct a feed forward study, as it is imperative to understand the audience as a first step. Currently there is no method to verify the claims of popularity by various stations. Rough estimates of popularity of the station and the number of hours of broadcast do bear out these claims but there is clearly a need of devising methods for external evaluation to establish transparency and to enable all stakeholders including funders and policy implementers to establish the nature and quality of content.

The Ministry of Information and Broadcasting needs to take the lead in creating a CR Facilitation Centre to assist the CRSs in sharing content from different online platforms like Ek Duniya Anvik Awaaz (www.ewtaa.in).
Utilization by CRSs of the facilities offered by online content sharing platforms such as www.eddx.in would enable them to source rich grassroots content from other nearby stations to augment their offerings.

Our study disclosed that CRSs providing around eight hours of broadcast were more connected with listeners and their needs. So it appears that a consistent broadcast of about eight hours (four hours of fresh programs + four hours of repeat) makes a lasting impact and connection with the listeners. Listeners are not known to switch on their radios at a particular time, for a very short spell. Rather, there is a range of time across which they are likely to listen, and it makes good sense for the station to be on for that entire period.

In addition to the initial audience survey, a monthly listenership survey data is a useful index to show to potential funding agencies and those helping to generate its revenue.

**Human and Social Sustainability**

Our case studies made it clear that the following key factors contributed to human sustainability.

- Recruitment and retention of a team of paid staff
- Committed involvement of volunteers
- Regular training and capacity building of the station staff

The case studies unanimously emphasize the need for a core team of paid staff members and each station follows its own strategy of recruiting staff and volunteer teams. For example, Radio Mewal employs only local people as reporters, while Tilonia Radio and Rudi-No-Radio depute members from their regular staff to work for the station. Radio Mättoli, Jago Mumbai, and Chanderi Ki Awaaz are three stations that demonstrate the power of volunteers for establishing human and social sustainability of a radio station. In a somewhat symbiotic relationship the CRS volunteers develop and showcase talent and network and in turn are able to serve their community. Their work offers them recognition in the community and the simple satisfaction of contribution. Their devotion and dedication surmounts the varied nature of difficulties encountered during their work. A safe, friendly and nurturing environment at the CRS attracts volunteers and gives them a sense of belonging and purpose, especially in the case of women. Sometimes youth enroll themselves as volunteers, using the CRS as a
stepping stone to career growth. Consequently, at some stations among our case studies attrition rates were high owing to better job opportunities, or in the case of girls migration occurred due to marriage. For instance, to deal with such situations, Jago Mumbai CRS asks for a six month commitment from every volunteer who wishes to work with it.

Good management policies ensure the retention of team members through remuneration packages that are comparable to the local employment rates and pay attention to staff welfare. In addition, inclusive decision processes and a degree of autonomy, as well as the heightened reputation enjoyed by the staff members as contributors in development of their community go a long way to guarantee their positive contribution and retention. The single most important aspect of retaining staff and volunteers at a CRS is the opportunity that it provides for their skill building and expansion. Our case studies show that typically all CRS staff get an opportunity to mentoring and/or training in a wide range of skills relating to radio production including research, script writing, reporting, composing. However, none of the case studies shows a formal plan for training though a few perceived this as a need.

The staff chart of each CRS in our sample includes a station manager who is committed to its goals, and who has the drive, initiative and capability to run and promote the station for the community. A multi-task team of paid staff and volunteers can support this role. This is possible if CRSs put in place a clear recruitment policy that is in line with their stated goals. The CRS management in consultation with key stakeholders can articulate the vision and purpose of the CR station as well as determine its recruitment policy to include procedures and criteria for selection. The ratio of female to male team members, institution of a gender policy, equal opportunity employment, and affirmative action for certain caste/tribal/minority groups/senior citizens/disabled groups. It usually falls on the CR Management Committee to assess the CR team's capacities and accordingly plan training and learning opportunities for it. As our case studies reveal, currently, the CRSs do not prioritize these issues. Experience of some CRSs among our case studies proves that cultivating a team of core trainers from within the CR station's community is a good approach to build human sustainability. For instance Jago Mumbai CRS caters to and draws from the factors that inspire the spirit of volunteerism in the community it serves. While volunteers view the station as a space where they obtain training and experience in networking,
communication and radio technology; or where they can be creative; or where they can get to serve their fellow human beings, the station benefits from their energy, talent and contribution.

Fundamental Sustainability

Various UN organizations, international agencies like Oxfam Novib and government/non-government agencies have provided economic assistance to various CRSs. Jago Mumbai accessed funds from local MLA, MPA and other philanthropists. Similarly, BECIL, CEMCA and REACH have offered technical and other assistance to CRSs included in our case studies. Stations like Radio Mättoli broadcast advertisements on behalf of government agencies and departments. NABARD was one agency whose advertisements provided revenue for this CRS. Narmma Dhwanii also earned revenue through broadcasting advertisement with local institution.

In six out of ten case studies, the parent NGO provided the funds for running the radio station. In these cases, there is no pressure on the station to gather funds from elsewhere. Some other ways in which innovative CRS stations meet operational costs is through membership fees, magazine subscription, studio rentals, training programs, internship agreement with colleges etc.

The Ministry of Information and Broadcasting has recently revised DAVP advertisement rates from Rs One per second to Rs Four per second. It has also issued guidelines and rates for ministries and government departments to sponsor programs on CRSs. In order to motivate all CRSs, this year (2012) the Ministry has also instituted National Awards for CRSs in various categories. All these proactive steps on the part of the government machinery have created an environment conducive to the growth of CRSs in India.

Technological Sustainability

We focused on various elements of technological sustainability during our study. Only one of the CRSs, Narmma Dhwanii, of our case studies had opted for an annual maintenance contract for its equipments including the transmitter. Radio Mättoli and Radio Mewat had insured their equipments. Almost all CRSs in our sample, except Titonia Radio and Chandari Ki Awaz, rely on local power supply. In most cases, this is erratic and insufficient and needs back-up from an inverter generator. At Titonia and Chandari, the CRSs have experimented with using power from solar energy. Most of the stations experienced that the training they had received was...
sufficient for them to fix minor issues. In exceptional cases, the stations hired an in-house technician and this was found to be the ideal solution. In a few cases, the service centre was easily accessible so they resorted to their assistance in case of even a minor breakdown.

Major issues, like those that would cause a breach in continuity of broadcast including breakdown of transmitter or antenna, needed more specialized assistance from the suppliers. Breakdown can be especially hard hitting as it could even necessitate replacement of expensive parts like the transmitter, in the case of community based stations this could result in temporary shut down due to lack of funds. The cases of Kalanji and PARD CRSs where equipment damaged due to natural calamity and Chander Ki Awaaz provide instances where broadcast was suspended for several weeks and waited upon the convenience of the suppliers for repair or replacement of equipment. Jago Mumbai had one episode of major breakdown since its launch.

Natural disasters like lightning can cause fatal damage to equipment. Radio Maitoli has taken preventive measures to avoid this by installing standard protection equipment like lightning arresters and circuit breakers as well as an insurance policy for the studio and equipment. Namma Dhwani upgraded from cassette tapes to digital non-linear systems. Radio Mewat revamped its audio library systems.

Radio Maitoli and Radio Mewat have transmitters installed in very good locations. They took into account both topography and location, so that their outreach is quite extensive. Other stations were reasonably well located with an outreach from ten to twenty kilometers, with the exception of two urban stations, where the presence of high rise buildings obstructed smooth transmission of the programs. This situation has the following lessons for CRSs in India.

### Lessons for Community Radio Stations in India

- **Before setting up CRS needs pay attention to considerations of location and topography so that the power of the transmitter reaches to the maximum extent possible.** In urban situations, the Ministry needs to consider the inclusion of measures that will ensure minimum outreach and take cognizance of the fact that high rise buildings do block the transmission.

- **As some CRSs are located in disaster prone areas, they need to take...**
into account special features like ground elevation, dampness, vulnerability to storms, floods etc. while installing the equipment. This could include setting up of robust towers to hold the antenna, installing lightning arresters and circuit breakers and insuring the equipment.

- For many CRSs the cost is a decisive factor in the selection and installation of transmitter-antenna-tower. Therefore, CRSs need to understand the value of investing into reliable, robust and high-quality equipment, and they should ensure technical and financial support so that they do not feel constrained to go for the least cost option, especially in vulnerable and disaster prone locations.

- There is a need for research into more cost-effective techniques and technologies for transmission and for CRSs to be informed about all available options in this matter.

In a nutshell, those aspiring to set up a CRS need to take note of some of the following good practices, already in place at some stations of our sample:

- Insuring equipment against damage from natural calamities;
- Setting up lightning arresters and circuit breakers;
- Selecting the appropriate equipment along with a good vendor;
- Annual maintenance contract;
- Power back up systems including alternative sources of energy;
- Recruiting in-house technically qualified engineers/staff.

Sustainability in all its dimensions at a CRS is matter of concern not only for those who run it, but also for other stakeholders, including the policy makers. It is a matter of some satisfaction that there is already a CR Facilitation Centre set up to provide offline advice as well as online technical advice to upcoming CR stations regarding the location, height, make and installation of the transmitter and antenna, and also providing the best solutions within the policy framework. In ideal terms CR stations should be able to purchase a 1+1 transmitter right in the beginning as this is a critical piece of equipment. This arrangement would take care of breakdown and down time.

At the same time, manufacturers need to have the license to provide a standby transmitter to the CR station. This standby needs to have prior approval of the WPC, and should be temporarily transferred to the CR station through an agreement between the manufacturer and station in charge. It is hoped that the CR Facilitation Centre (CRFC) can facilitate the
Implementation of this provision, it can also provide the following services.

a. Post license documentation
b. Inputs in
   i. Systematizing operations
   ii. Scheduling
   iii. Logging
   iv. Book keeping and accounts
   v. Financial audits

c. Content sharing facilitation

Providing facilities from the top can never work unless the CRS itself makes efforts to sustain its life. For this purpose our case studies reveal a path of good practices to follow and some bad practices to avoid. The initial step for a CRS is to have a Roll-out Plan before its launching. This is a plan based upon a strong philosophy, a perspective vision and a clear goal with a well-defined strategy. This plan includes the following activities.

**Recommendations for Existing and Aspiring Community Radio Stations in India**

a. Creating a vision goal and purpose for the station
b. Initiating community participation, and ownership
c. Setting up the CR Management Committee
d. Understanding the Audience, identification of listener segments
   i. Positioning of the station in terms of purpose, target audience, location etc.
   ii. Understanding audience needs preferences and listening behavior

e. Plan for operating the station
   i. Staff recruitment and training
   ii. Volunteer participation
   iii. Production schedule
   iv. Program sources, content banks, partnerships

f. Promoting the station among different segments of the audience and evolving strategies in line with promotional plan
g. Marketing the CR station to advertisers. Although CR stations are in the business of providing a development oriented service to their users, they still need to develop skills in marketing in order to communicate with advertisers.

The survey conducted during CEMCA-UNICEF CR Project brought to forefront the idea that partnerships with Government departments focus on airing their messages through creative radio programs and organizing or participating in community events like quizzes, competitions, village fairs, melas (fairs), or campaigns. This is feasible in partnership with various groups, institutions (for e.g., the local schools), or with government departments to promote government schemes or campaigns (like the total sanitation campaign), or with local collectives or NGOs. Similarly, simultaneously each CR station needs to draw a Business Plan indicating the operational expenses and possible revenue sources. Revenue sources include advertisers, government schemes, other possible sources of funds including rentals for use of the studio and grants from philanthropic organizations. Preparedness and capability of the CR station must be established with complete information about the listener base, and at least three months of programmed content in place prior to going on air. CR stations must invest in human resources for the fund raising activity (Annexure VII provides a useful checklist for ensuring their sustainability).

At the end it could be precisely said that the success of Community Radio Stations depends on the above said factors such as program sustainability, human & social sustainability, policy to retain the trained & talented staff by having good remuneration package, financial sustainability and technological sustainability. The CRS should have innovative financial strategies for taking care of these aspects.
Annexures

The Community Radio Project conducted by CEMCA with UNICEF collected data from select community radio stations on the basis of in-depth interviews and administration of detailed questionnaires with user-friendly charts for filling the information. The charts are not included in the detailed questionnaires given in the following four annexure. Annexure V provides a sustainability matrix that the project team was able to prepare after analyzing the data collected during its field research among select CRSs. Annexure VI contains policy guidelines for setting up Community Radio Stations in India, issued by the Ministry of Information and Broadcasting, Government of India. The project team members and their assistants probed questions in detail and recorded the answers. Wherever necessary the questions were associated with problems/ issues, related with each category of interviewees. The questionnaire was to take only few minutes to provide valuable information for understanding the factors related to sustainability of Community Radio.
Stations. The interviews and questionnaires administered were among the persons of the following four categories:

i. Potential advertisers of CRSs,
ii. Those responsible for running select CRSs,
iii. Managers of select CRSs and
iv. Community radio reporters of select CRSs.
Annexures I

Questions posed to Potential Advertisers of CRSs

- What is your business? Does it relate to products/services or any other?
- What are your "business hours"? What is your monthly sale/income through this business?
- Do you observe any 'closed for business' days? Give details?
- Who are your customers? Do they live locally or in nearby areas?
- How do you get your customers or how do your customers know about your business/services?
- What type of publicity do you employ to expand your business and to reach out to your customers?
- How much money do you spend on publicizing your business (monthly average)?
- If not employing any media for publicity, please give reasons for this. Probe if it is so because of expenditure involved in publicity. This business may not be big
enough for publicity or you do not have faith in publicity or you do not know the methods of publicity or there may be any other reason.

- How much money can you afford to spend on publicity?
- Are you aware of the local Community Radio Station? (After the question, explain about the Community Radio Station, including its coverage area and the population it reaches.)
- If you are aware of the local CRS and the possibility of advertising your business through it, what is your opinion on publicity through Community Radio Station?
- Do you listen to the Community Radio Station?
- If you do listen to its programs, tell us about type of your favorite programs, favorite presenter, duration of your listening time, etc.
- Do you think that the people in the locality listen to the programs of Community Radio Station?
- If they do not listen to the local CRS programs, please tell us the reasons for this state of affairs.
- What, according to you, will be reasonable expenditure that can be incurred on publicity through Community Radio Station? Can you incur this amount to publicize your business through the CRS?
- In what manner do you think you can reach more local people by giving publicity through Community Radio Station with less cost? Can you mention the mass media which is/are cheaper and reach more people? And how?
- Given an opportunity, will you be willing to publicize your business through Community Radio Station? If not, please give reasons for not doing so.
- What, according to you, is the kind of product/service/business suitable to be publicized through Community Radio Station?
- What format do you suggest will be more effective for publicizing the service/product, like jingle, spot, time check etc.?
Annexures II

Collecting Basic Information on a CRS from Those in-charge of its Running

✦ Name of the CRS.
✦ Year of Establishment
✦ Manager/Contact Person
✦ Full Address with pin code, name of the State, phone no, alternate phone no, email id
✦ Frequency
✦ Area Reach
✦ Reach among Population
✦ Transmission hours with details of fresh programs, their repetitions and duration of both types during morning, afternoon, evening and night
✦ Taking a soft and a hard copy of the log sheet of August 2011, with details about name of the program, its time of broadcasting, duration, language, studio/ OB-based, outsource or in-house production, expenditure, repeat/original
✦ Staff details as on August 1, 2011, with details of name, designation, regular/casual/volunteer,
working hours, payment, trained/ untrained, number of training attended, training source, cost of training

- Details of Program Advisory Council, Yes/ No, If yes, tenure, years of duration, details of the members in terms of their names, professions, payment fees (in Rupees), frequency of meetings, If no, details of the mechanism followed for deciding the operation of the CRS

- Type of advice is provided by the Advisory Council

- Other activities of the Advisory Council in the working of CRS

- Expenditure details regarding funding source of capital expenditure and current operational expenditure.

- Further details regarding expenditure/ investment in terms of feed forward/ impact study, studio set up, acoustic facility, equipment, transport, electric power supply, cost of procuring and maintaining the staff, technical training in broadcasting and any other miscellaneous expenses, with break up in the categories of initial cost and current cost

- Sustainability factor, that is, ability to continuously overcome hindrances faced in terms of procurement of programs, social and human power management, technological issues regarding equipment, training of staff, economic constraints and narratives of overcoming the related problems of procuring programs, social and human power management, technological problems regarding training and equipment and economic constraints.
Annexures III

Questions posed to Managers of Select CRSs

✦ What is the name of your Community Radio Station?

✦ What are your priorities in broadcasting and how are you achieving them?

✦ Have you carried out any impact/feedback study and what are the findings? Please explain the method adopted and what did the study cost?

✦ What is the mechanism of obtaining feedback on Community Radio Station in your charge? In what way did it help your CRS? What are the difficulties in getting the feedback?

✦ What is your reach of population? What type of community do you have on your audience? Have you done any survey in this regard (present this data separately for men and women)? What was expenditure incurred?

✦ What is the reach of your CRS programs? Are you satisfied with the current range of reach? What are the actions initiated by you for improving the range of reach?
What kind of help or support do you require to increase your reach/listenership?

Do you adopt any innovative approach to popularize your program? Please explain your approach with examples.

What role does the local community play in production/presentation of programs for broadcast? How is the community involved in the program production/presentation?

Who does normally decide/design the programs for broadcasting? Is it the manager or a committee or board or council? In case, decision maker(s) and/or designer(s) is (are) other than the manager, who are the other members for taking decisions on programs for broadcasting? In case there is no Advisory Council, how do you plan programs of the CRS? In case the Advisory Council is in existence, what is its role in functioning of the Community Radio Station in your charge?

Are you involving the local community or the target group of your CRS in:
1: Content generation
2: Broadcasting (production/presentation of programs/participation)
3: Technical Assistance
4: Helping economic sustainability (by investment/donation/subscription/shareholding)

What are the problems in involving the community in above activities and how did you solve them? What are your suggestions in this matter?

Who does own the Community Radio Station? NGO or Trust or the local community? If owned by community, at which level is the ownership of CRS? If not, has any attempt been made for community participation? What are the problems in this matter? What are the suggestions in this regard?

Who/which is decision making authority, particularly for content generation, expansion, expenditure, appointments, revenue generation etc.?
What is your opinion on adopting nearby community/village/industry for content generation/sustainability?

Are you involving community/other volunteers in presenting/producing the CR programs? If so, who are they and what is the expenditure for involving them?

What are/can be the role of Community Radio Stations in publicizing the socio-economic and developmental programs/activities of the central or state government's public relation department, health, sanitation, micro-credit, agriculture reforms, women's empowerment, child and youth development, old age care, education, tourism, infrastructure development, road building and housing etc.? How can district/other agencies get financial support for the Community Radio Stations from the central/state government agencies?

Do you adopt any innovative program/approach? Please answer this question with examples.

Which programs does your community radio station broadcast and how do you produce these programs? Answer this question on the basis of the latest program chart.

Did you experience/face any difficulty in producing any of the programs and how did you solve them? Answer this question in terms of problems regarding personnel, technology, and expenses and any other.

Do you produce all broadcasting programs or you obtain some programs produced elsewhere by others and broadcast by you? In case you procure some programs produced by others, do you incur any expenditure?

Do you have film/folk music or similar type of music in your programs, for which you have to make payment? If so, how much do you normally pay?

Do have any programs, which are sponsored? How much would be the income you earn from sponsorship? Who are the sponsors of the programs government or private or others?

Do you have any tie up with any Community Radio Stations or agencies (government, government undertakings, NGOs) or
Institutions for program content to be broadcast or do you exchange programs with such agencies?

Do you broadcast any innovative/special program? Answer this question with examples.

What are the social/community services provided by the Community Radio Station under your charge?

Do your programs have independent format (talk/discussion/music/announcement) or judiciously mixed with different formats? Answer this question with examples.

Do you have standing alone core programs or do you present them in composite format, that is, mixed with film/folk music to attract more listenership? Answer this question with examples.

Do you have separate categories of programs divided into entertainment, information, education program slots or do you judiciously mix them? Answer this question with examples.

Who are the producers of your programs? What are their qualifications? Are they trained and if so, where? Who are the resource persons for their training? What is the cost of such training?

How many staff members of your Community Radio Stations have left the job? For what reason they left the job?

Does your staff represent various segments of the local community like youth, women, farmers, traders, artisans etc?

Do you have any paucity of talents in your area of operation? If yes, how do you search the talent? If no, how do you manage the talent required? Do you require any help or support, in this regard from any agency including government and in which way do you visualize to receive such support?

How many persons are currently working in your Community Radio Station as reporters? What is the nature of their role(s), e.g., producer/anchor/reporter/market executive etc.? Are they full time workers/part-time workers/assignment-based workers/volunteers?

In your view, among a part-time worker or a full-time worker or a volunteer, who is a better performer in terms of economy and performance? Why do you think so?
- Are you able to keep the Community Radio Reporters (CRRs) satisfied? Please answer this question with examples.

- Are CRRs satisfied with the monetary or other forms of compensation offered by the Community Radio Station?

- Is the Community Radio Reporter involved or associated with the programs planning including content development, production procedure, and administrative work? Please answer this question with examples.

- Are you satisfied with the performance of the Community Radio Reporter in terms of anchoring, producing, editing, dubbing, OB coverage, marketing, etc.?

- How important are the Community Radio Reporters/anchors/competitors/radio jockeys in the context of increasing the popularity of the Community Radio Stations? How many of such persons are working with you? Are they trained? If they are trained, where did they acquire the training? If no, do they require training?

- What type of technical problems regarding equipment like transmitter, software, air-conditioner, recorder, etc., do you face in terms of their maintenance? In case of problems, how do you solve them? Do you suggest any solution to overcome these problems/issues? Do you require any help or support from any agency including government to minimize the hardship? In which way do you visualize that you can receive the support?

- Do you have tie-up with any institution for the content generation (programs to be broadcast) and whether you incur any expenditure for such an arrangement and if so, please name the institutions and expenditure incurred?

- How much do you spend on procuring programs/meeting the electricity bill/payment of personnel/maintenance of studio etc.? Are you managing your CRS with your own resources or loan/corporus fund/donation/subscription from community/advertisement/sponsorship of programs/support or grant from government/other agencies? Please answer this question in terms of how you manage the expenditure under different heads for running the CRS.
If the CRS expenditure is met out of its own resources, please list these internal resources.

If the expenditure is met out of loan, please describe the interest, repayment pattern etc.

If a corpus fund meets the expenses of your CRS, please tell us how it was created in the first place.

If some donations to the CRS meet its expenses, please tell us how the CRS obtained these donations.

If a grant from the government or from some other agency, please name the institution and tell us how the CRS did obtain the grant?

Do you get some income from training or providing internship for production of programs, presentation, capacity building etc? If so, please tell us the nature, duration, cost and usefulness of the training for hands-on experience of the trainees.

What were the problems faced by you while launching/establishing the Community Radio Station with reference to

i. consumption of time,
ii. license fee,
iii. official/legal formalities/complexities in procedure,
iv. initial investments,
v. procurement of equipments/machinery/hardware,
vi. procurement of land for studios and transmitter and
vii. financial cost in general?

Do you have any problems/issues in running the Community Radio Station, in terms of

1. content generation,
2. program production,
3. talented staff,
4. training of personnel,
5. electricity,
6. availability of talents and
7. finance in general?

What are your achievements in community broadcast? And please narrate the success stories.
What are the government departments and agencies which can utilize the Community Radio Stations for disseminating information among public?

What type of help/support do you expect from government and other organizations/agencies for running the Community Radio Station?

What are the problems in running the Community Radio Station? How do you solve those problems? What type of help/support you expect from other sources like government/agencies on:
- Content generation (program production, talent search, etc)
- Procurement of technology (studio, equipment, maintenance, etc)
- Manning and recruitment of personnel, training, etc
- Income generation for running the Community Radio Station

How far the experience sharing will help running the Community Radio Station efficiently? Do you suggest any periodic meeting of Community Radio Stations (seminar/workshop/news letter/any other)? According to you, which institution would be suitable for such an endeavor?
Questions posed to Community Radio Reporters (CRRs) of Select CRSs

How long have you been working with the present Community Radio Station? Is your work part-time or full time? What are your academic qualifications?

Are you trained in the profession of broadcasting? If yes, when did you receive the training, was it before joining the present CRS or was it after? Who trained you and for how long you were trained?

Whether the training you received was useful to you in your profession? What should be the duration of training to serve the purpose of broadcasting?

Do you think the training is essential for the Community Radio Reporter to do a better job?

Where are you living? How would you reach the Community Radio Station? Is your working hours suitable?

How much do you get as remuneration? Is it your main source of income? What are other sources of your income?
Are you satisfied with the remuneration you receive as a reporter?

What is the nature of work you do? Give your opinion on work satisfaction? If not satisfied, what is lacking and what are your suggestions for the Community Radio Station to implement so that job satisfaction is achieved? If satisfied please answer these questions with examples.

Are you paid at the CRS for any other work performed? If so, please elaborate on this point.

How does your audience react with you as a Community Radio Reporter and how do they identify you as you are only audible and not visible? Are you happy with your popularity? Do you have any loyal dedicated audience? Do you have any anecdotes to share?

What is your contribution, as a Community Radio Reporter, to increase the popularity of the channel and to reach more audience?

Do you have any active role as Community Radio Reporter in content generation, planning or any other activities of the Community Radio Station?

Do you have any unique/special/innovative approach to presentation of programs at your CRS? How far these approaches appeal to the audience? Kindly share with us your experience in this matter.

In what way do you think you as a presenter at the CRS are recognized or popular among the audience?

Do you have the feeling of satisfaction as a Community Radio Reporter of the CRS which is serving your community? Please give your opinion on this.

Please elaborate if you have enough opportunity to exhibit your broadcasting capability at the Community Radio Station?

What is the purpose of your joining as a presenter of Community Radio Station? Is it remuneration or popularity or gaining experience or serving the community or convenient work timings or locally available work or any other?
Are you involved in content generation and planning of programs of your CRS?

What are your suggestions to make the Community Radio Station more popular and to reach more listeners?

What are your suggestions to reduce the expenditure in running the Community Radio Station and increase the income so that the Community Radio Station does not suffer from financial crunch and is economically sustainable?
### Annexures V

#### Sustainability Matrix: Contributing and Challenging Factors Affecting the Sustainability of Select CRS

<table>
<thead>
<tr>
<th>Station</th>
<th>Financial Sustainability</th>
<th>Human Sustainability</th>
<th>Technical Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Radio Muttoli</strong></td>
<td>Radio Muttoli has sought funds from multiple sources, departments and organisations.</td>
<td>Radio Muttoli has organised 13 workshops attended by 700 people; this would help in maximising the reach and demystifying the technology and science of radio broadcasting.</td>
<td>Preventative measures including insurance for studio equipment.</td>
</tr>
<tr>
<td>Contributing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Challenging</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Radio Mewat</strong></td>
<td>Radio Mewat had won the confidence of its community members which is critical for a CRS especially in a sensitive community group.</td>
<td>Radio Mewat had developed and maintained a good rapport with the government departments and work in tandem to propagate various development schemes and programs. This has helped in generating revenues.</td>
<td>Location of transmitter at the appropriate place has ensured a good</td>
</tr>
<tr>
<td>Contributing</td>
<td></td>
<td>Every team member was trained in-house and their performance is quite.</td>
<td>Location of transmitter at the appropriate place has ensured a good</td>
</tr>
<tr>
<td>Challenging</td>
<td></td>
<td></td>
<td>Location of transmitter at the appropriate place has ensured a good</td>
</tr>
<tr>
<td></td>
<td>Station not being within the vicinity of business or market place.</td>
<td>Volunteers need salary to sustain.</td>
<td>Frequent power cuts.</td>
</tr>
<tr>
<td>Station</td>
<td>Factor</td>
<td>Program Sustainability</td>
<td>Financial Sustainability</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Namma Dhwani</td>
<td>Contributing</td>
<td>The transition to broadcast the programs from narrowcast and cablecast has been an exhilarating experience for Namma Dhwani</td>
<td>Community Managed Resource Centre (CMRC) as mode to generate revenue.</td>
</tr>
<tr>
<td></td>
<td>Challenging</td>
<td>Competition from private FM Channels</td>
<td>Not able to generate government ads</td>
</tr>
<tr>
<td>Deccan Radio</td>
<td>Contributing</td>
<td>Radio as a medium for voice and accent training. Reaching the audience through SMS.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Challenging</td>
<td>Competition from private FM Channels</td>
<td></td>
</tr>
<tr>
<td>Samudayāk Rustino Radio</td>
<td>Contributing</td>
<td>Live coverage during festivals and event promotes the station and motivates community</td>
<td>Membership fee from members, training fee and magazine subscription fee.</td>
</tr>
<tr>
<td></td>
<td>Challenging</td>
<td>Businesses in small villages are not interested in utilising CR as medium for publicity.</td>
<td></td>
</tr>
<tr>
<td>Station</td>
<td>Contributing/Factoring</td>
<td>Program Sustainability</td>
<td>Financial Sustainability</td>
</tr>
<tr>
<td>------------------</td>
<td>------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Pard Vanoli</td>
<td>Contributing</td>
<td>Voice Bank; collection of local folk songs.</td>
<td>Businesses in small villages are not interested in utilising CR as medium for publicity; No connections in Delhi</td>
</tr>
<tr>
<td></td>
<td>Challenging</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chanden Ki Awaaz</td>
<td>Contributing</td>
<td>Bank of folk songs; Reaching the audience through mobile downloading shops</td>
<td>Volunteers managed the funds for transmitter on their own; Minimum operating expenditure</td>
</tr>
<tr>
<td></td>
<td>Challenging</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jago Mumbai</td>
<td>Contributing</td>
<td>The station welcomes every new entrant to present his/ her talent. Networking with other NGOs</td>
<td>CR is not preferred medium of publicity for advertisers</td>
</tr>
<tr>
<td></td>
<td>Challenging</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Station</td>
<td>Factor</td>
<td>Program Sustainability</td>
<td>Financial Sustainability</td>
</tr>
<tr>
<td>------------------</td>
<td>---------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Tilonia Radio</td>
<td>Contributing</td>
<td>Advisory committee monitoring the output of the station Bank of 600-700 hours of recording</td>
<td>No business activity in the coverage area</td>
</tr>
<tr>
<td></td>
<td>Challenging</td>
<td>Competition from private FM Channels</td>
<td></td>
</tr>
<tr>
<td>Kalanjiam Samuga Vanoli</td>
<td>Contributing</td>
<td>Bank of 400 folk songs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Challenging</td>
<td>Local businesses are not interested in publicity through CRS</td>
<td>There is higher level of attrition among the staff key reasons: staff members get married / get better job</td>
</tr>
</tbody>
</table>
Annexures VI

Policy Guidelines for setting up Community Radio Stations in India

Foreword

In December 2002, the Government of India approved a policy for the grant of licenses for setting up of Community Radio Stations to well established educational institutions including IITs/IIMs. The matter has been reconsidered and the Government has now decided to broaden the policy by bringing ‘Non-profit’ organizations like civil society and voluntary organizations etc under its ambit in order to allow greater participation by the civil society on issues relating to development & social change. The detailed policy guidelines in this regard are given below:

Basic Principles

An organization desirous of operating a Community Radio Station (CRS) must be able to satisfy and adhere to the following principles:

a) It should be explicitly constituted as a ‘non-profit’ organization and should have a proven record
of at least three years of service to the local community,

b) The CRS to be operated by it should be designed to serve a specific well defined local community.

c) It should have an ownership and management structure that is reflective of the community that the CRS seeks to serve.

d) Programs for broadcast should be relevant to the educational, developmental, social and cultural needs of the community.

e) It must be a Legal Entity i.e. it should be registered (under the registration of Societies Act or any other such act relevant to the purpose)

Eligibility Criteria

(i) The following types of organizations shall be eligible to apply for Community Radio licenses:

a) Community based organizations, which satisfy the basic principles listed at Para 1 above. These would include civil society and voluntary organizations, State Agriculture Universities (SAUs), ICAR Institutions, Krishi Vigyan Kendras, Registered Societies and Autonomous Bodies and Public Trusts registered under Societies Act or any other such act relevant for the purpose. Registration at the time of application should at least be three years old.

b) Educational institutions

(ii) The following shall not be eligible to run a CRS:

a) Individuals:

b) Political Parties and their affiliate organizations; including students, women’s, trade unions and such other wings affiliated to these parties.

c) Organizations operating with a motive to earn profit.

d) Organizations expressly banned by the Union and State Governments.

Selection Process & Processing of the applications

(a) Applications shall be invited by the Ministry of I&B once every year through a national advertisement for establishment of Community Radio Stations. However, eligible organizations and educational
Institutions can apply during the intervening period between the two advertisements also. The applicants shall be required to apply in the prescribed application form along with a processing fee of Rs. 2500/- and the applications shall be processed in the following manner:

i) Universities, Deemed Universities and Government run educational institutions will have a single window clearance by putting up cases before an inter-ministerial committee chaired by Secretary (I&B) for approval. No separate clearance from MHA & MHRD shall be necessary. Once the WPC Wing of the Ministry of Communication & IT earmarks a frequency at the place requested by the institution, a Letter of Intent (LOI) shall be issued. In case of all other applicants, including private educational institutions, LOI shall be issued subject to receiving clearance from Ministries of Home Affairs, Defence & HRD (in case of private educational institutions) and frequency allocation by WPC wing of Ministry of Communication & IT.

(b) A time schedule for obtaining clearances as below shall be prescribed:

i) Within one month of receipt of the application in the prescribed form, the Ministry of I&B shall process the application and either communicate to the applicant deficiencies, if any, or will send the copies of the application to the other Ministries for clearance as prescribed in Para 3(a) (i) and 3(a) (ii) above, as the case may be.

ii) The Ministries concerned shall communicate their clearance within three months of receipt of the application. However, in the event of the failure of the concerned ministry to grant the clearance within the stipulated period of three months, the case shall be referred to the Committee constituted under the Chairmanship of Secretary (I&B) for a decision for issue of LOI.

iii) In the event of more than one applicant for a single frequency at a given place, the successful applicant will be selected for issue of LOI from amongst the applicants by the Committee constituted under the Chairmanship of Secretary (I&B) on the
basis of their standing in the community, the commitment shown, the objectives enunciated and resources likely to be mobilized by the applicant organization as well as its credentials and number of years of community service rendered by the organization

iv) Within one month of the issue of the Letter of Intent (LOI) the eligible applicant will be required to apply, in the prescribed format and with the requisite fee, to the WPC Wing of the Ministry of Communication & IT, Sanchar Bhawan, New Delhi for frequency allocation & SACFA clearance.

v) A time frame of six months from the date of application is prescribed for issue of SACFA clearance. In the event of non-receipt of such clearance from the Ministry of Communication & IT within the stipulated period of six months, the case will be referred to the Committee constituted under the Chairmanship of Secretary (I&B) for a decision.

vi) On receipt of SACFA clearance (a copy of which shall be submitted by the applicant), the LOI holder shall furnish a bank guarantee in the prescribed format for a sum of Rs. 25,000. Thereupon, the LOI holder will be invited to sign a Grant of Permission Agreement (GOPA) by Ministry of I & B, which will enable him to seek Wireless Operating License (WOL) from the WPC Wing of the Ministry of Communication & IT. The Community Radio Station can be made operational only after the receipt of WOL from the Ministry of Communication & IT.

vii) Within three months of receipt of all clearances, i.e., signing of GOPA, the Permission Holder shall set up the Community Radio Station and shall intimate the date of commissioning of the Community Radio Station to the Ministry of I & B.

viii) Failure to comply with time schedule prescribed above shall make the LOI/GOPA holder liable for cancellation of its LOI/GOPA and forfeiture of the Bank Guarantee.

Grant of Permission Agreement conditions

i) The Grant of Permission Agreement period shall be for five years.
ii) The Grant of Permission Agreement and the Permission letter will be non-transferable.

iii) No permission fee shall be levied on the Permission Holder. However, the Permission Holder will be required to pay the spectrum usage fee to WPC wing of Ministry of Communication & IT.

iv) In case the Permission Holder does not commence his broadcasting operations within three months of the receipt of all clearances or shuts down broadcasting activity for more than 3 months after commencement of operation, its Permission is liable to be cancelled and the frequency allotted to the next eligible applicant.

v) An applicant/organization shall not be granted more than one Permission for CRS operation at one or more places.

vi) The LOI Holder shall furnish a bank guarantee for a sum of Rs.25,000/- (Rupees twenty five thousand) only to ensure timely performance of the Permission Agreement.

vii) If the Permission Holder fails to commission service within the stipulated period, he shall forfeit the amount of bank guarantee to the Government and the Government would be free to cancel the Permission issued to him.

**Content regulation & monitoring**

i) The programs should be of immediate relevance to the community. The emphasis should be on developmental, agricultural, health, educational, environmental, social welfare, community development and cultural programs. The programming should reflect the special interests and needs of the local community.

ii) At least 50% of content shall be generated with the participation of the local community, for which the station has been set up.

iii) Programs should preferably be in the local language and dialect(s).

iv) The Permission Holder shall have to adhere to the provisions of the Program and Advertising Code as prescribed for All India Radio.
v) The Permission Holder shall preserve all programs broadcast by the CRS for three months from the date of broadcast.

vi) The Permission Holder shall not broadcast any programs which relate to news and current affairs and are otherwise political in nature.

vii) The Permission Holder shall ensure that nothing is included in the programs broadcast which:

- a. Offends against good taste or decency;
- b. Contains criticism of friendly countries;
- c. Contains attack on religions or communities or visuals or words contemptuous of religious groups or which either promote or result in promoting communal discontent or disharmony;
- d. Contains anything obscene, defamatory, deliberate, false and suggestive innuendoes and half truths;
- e. Is likely to encourage or incite violence or contains anything against maintenance of law and order or which promote-anti-national attitudes;
- f. Contains anything amounting to contempt of court or anything affecting the integrity of the Nation;
- g. Contains aspersions against the dignity of the President/ Vice President and the Judiciary;
- h. Criticizes, maligns or slanders any individual in person or certain groups, segments of social, public and moral life of the country;
- i. Encourages superstition or blind belief;
- j. Denigrates women;
- k. Denigrates children;

l. May present/ depict/ suggest as desirable the use of drugs including alcohol, narcotics and tobacco or may stereotype, incite, vitify or perpetuate hatred against or attempt to demean any person or group on the basis of ethnicity, nationality, race, gender, sexual preference, religion, age or physical or mental disability.

viii) The Permission Holder shall ensure that due care is taken with respect to religious programs with a view to avoid:
a) Exploitation of religious susceptibilities; and

b) Committing offence to the religious views and beliefs of those belonging to a particular religion or religious denomination.

**Imposition of penalty/revocation of Permission Agreement**

(i) In case there is any violation of conditions cited in 5(i) to 5(viii), Government may suo motu or on basis of complaints take cognizance and place the matter before the Inter-ministerial Committees on Program and Advertising Codes for recommending appropriate penalties. On the recommendation of the Committee a decision to impose penalties shall be taken. However, before the imposition of a penalty, the Permission Holder shall be given an opportunity to represent its case.

(ii) The penalty shall comprise of:

(a) Temporary suspension of Permission for operating the CRS for a period up to one month in the case of the first violation

(b) Temporary suspension of Permission for operating the CRS for a period up to three months in the case of the second violation depending on the gravity of violation.

(c) Revocation of the Permission for any subsequent violation. Besides, the Permission Holder and its principal members shall be liable for all actions under IPC, Cr PC and other laws.

(iii) In case of revocation of Permission, the Permission Holder will not be eligible to apply directly or indirectly for a fresh permission in future for a period of five years.

"Provided the penalty imposed as per above provision shall be without prejudice to any penal action under applicable laws including the Indian Telegraph Act 1885 and Indian Wireless Telegraphy Act 1933, as modified from time to time."

(iv) In the event of suspension of permission as mentioned in Para 6 (i) (a) & (b), permission holder will continue to discharge its obligations under the Grant of Permission Agreement during the suspension period also.
Transmitter Power and Range

i) A CRS shall be expected to cover a range of 5-10 km. For this, a transmitter having maximum Effective Radiated Power (ERP) of 100 W would be adequate. However, in case of a proven need where the applicant organization is able to establish that it needs to serve a larger area or the terrain so warrants, higher transmitter wattage with maximum ERP up to 250 Watts can be considered on a case-to-case basis, subject to availability of frequency and such other clearances as necessary from the Ministry of Communication & IT. Requests for higher transmitter power above 100 Watts and up to 250 Watts shall also be subject to approval by the Committee constituted under the Chairmanship of Secretary, Ministry of Information & Broadcasting.

ii) The maximum height of antenna permitted above the ground for the CRS shall not exceed 30 meters. However, minimum height of Antenna above ground should be at least 15 meters to prevent possibility of biological hazards of RF radiation.

iii) Universities, Deemed Universities and other educational institutions shall be permitted to locate their transmitters and antennae only within their main campuses.

iv) For NGOs and others, the transmitter and antenna shall be located within their main campuses.

v) For NGOs and others, the transmitter and antenna shall be located within the geographical area of the community they seek to serve. The geographical area (including the names of villages/institution etc) should be clearly spelled out along with the location of the transmitter and antenna in the application form.

Funding & Similares

i) Applicants will be eligible to seek funding from multilateral aid agencies. Applicants seeking foreign funds for setting up the CRS will have to obtain FCRA clearance under Foreign Contribution Regulation Act, 1976.

ii) Transmission of sponsored programs shall not be permitted except programs sponsored by Central & State Governments and
other organizations to broadcast public interest information. In addition, limited advertising and announcements relating to local events, local businesses and services and employment opportunities shall be allowed. The maximum duration of such limited advertising will be restricted to 5 (Five) minutes per hour of

broadcast.

iii) Revenue generated from advertisement and announcements as per Para 8(ii) shall be utilized only for the operational expenses and capital expenditure of the CRS. After meeting the full financial needs of the CRS, surplus may, with prior written permission of the Ministry of Information & Broadcasting, be ploughed into the primary activity of the organization i.e. for education in case of educational institutions and for furthering the primary objectives for which the NGO concerned was established.

Other Terms & Conditions

i) The basic objective of the Community Radio broadcasting would be to serve the cause of the community in the service area of the Permission Holder by involving members of the community in the broadcast of their programs. For this purpose community shall mean people living in the zone of the coverage of the broadcasting service of the Permission Holder. Each applicant will have to specify the geographical community or the community of interest it wants to cover. The Permission Holder shall provide the services of his CRS on free-to-air basis.

ii) Though the Permission Holder will operate the service under these guidelines and as per the terms and conditions of the Grant of Permission Agreement signed, the permission shall be subject to the condition that as and when any regulatory authority to regulate and monitor the broadcast services in the country is constituted, the permission holder will adhere to the norms, rules and regulations prescribed by such authority from time to time.

iii) The Permission Holder shall provide such information to the Government on intervals, as may be required. In this connection, the Permission Holder is required to preserve recording of programs broadcast during the previous three months failing which Permission Agreement is liable to be revoked.
iv) The Government or its authorized representative shall have the right to inspect the broadcast facilities of the Permission Holder and collect such information as considered necessary in public and community interest.

v) The Government reserves the right to take over the entire services and networks of the Permission Holder or revoke/terminate/suspend the Permission in the interest of national security or in the event of national emergency, war or low intensity conflict or under similar type of situations.

vi) All foreign personnel likely to be deployed by way of appointment, contract, consultancy etc by the Permission Holder for installation, maintenance and operation of the Permission Holder's services shall be required to obtain prior security clearance from Government of India.

vii) The Government reserves the right to modify, at any time, the terms and conditions if it is necessary to do so, in public interest or for the proper conduct of broadcasting or for security considerations.

viii) Notwithstanding anything contained anywhere else in the Grant of Permission Agreement, the Government shall have the power to direct the permission holder to broadcast any special message as may be considered desirable to meet any contingency arising out of natural emergency or public interest or natural disaster and the like, and the Permission holder shall be obliged to comply with such directions.

ix) The permission holder shall be required to submit their audited annual accounts to the Government in respect of the organization/division running the CRS. The accounts shall clearly show the income and expenditure incurred and the Assets and Liabilities in respect of the CRS.

x) A Permission Agreement will be subject to such other conditions as may be determined by the Government.

xi) The Government shall make special arrangements for monitoring and enforcement of the ceiling on advertisements, particularly in those areas where private FM radio stations have been granted licenses.
## Annexures VII

### Sustainability of Community Radio Stations Checklist

**Name of the station:**

**Date:**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exists/ Does not exist</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision and Mission document</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethics code</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Representation from the community in the CR Management Committee (CRMC)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRMC meets every 2-3 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRMC reviews the content production</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRMC reviews the management of the station staff recruitment, motivation and commitment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRMC reviews finance management business plan, overall expenditure and revenue generation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management systems exist</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2. Programme and content

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exists/ Does not exist</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hours of broadcast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of fresh broadcast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of repeat broadcast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Language of broadcast:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of local dialects</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of general language</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of other languages</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broadcast includes creative formats appealing to the target community (brief explanation)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

127
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exists/Does not exist</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadcast includes creative formats appealing to the target community (brief explanation)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thematic areas local relevance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Content promotes folk and local culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System for community representation and decision in program production</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production sources:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field recording</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Studio recording</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Live broadcast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program sources:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of content produced by the community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of content produced by the core team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of content outsourced</td>
<td></td>
<td></td>
</tr>
<tr>
<td>from government agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>from other NGOs/CBOs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>from other CR Stations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>from educational institutions and universities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number and frequency of narrowcasts conducted in a month (....)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Listeners groups set up by CRS/reporters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback mechanisms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System of listenership and area coverage studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System for content monitoring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production schedule and charts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System for content sharing and exchange of programs with other stations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Well maintained audio/programme library and content archive (scheduling and logging)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team of core Master Trainers within the CR Station</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan for training and capacity building for the staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan for capacity building of volunteers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Human Resources

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exists/Does not exist</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>For filling up vacancies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>For Internships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>For Volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Descriptions with clear roles and responsibilities exist for</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. CRMC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Staff members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Station Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Interns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Stake holders (NGO/Technical support agencies/Funders)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commitment, motivation and drive among</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. CRMC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Staff members</td>
<td></td>
<td></td>
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<tr>
<td>3. Volunteers</td>
<td></td>
<td></td>
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<tr>
<td>4. Station Manager</td>
<td></td>
<td></td>
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<tr>
<td>5. Interns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Stake holders (NGO/Technical support agencies/Funders)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resource management policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Gender policy (scouting for women, etc)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Inclusion policy (for minorities, disabled)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Salary structures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Leave and holidays</td>
<td></td>
<td></td>
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<tr>
<td>5. Travel policies</td>
<td></td>
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<tr>
<td>6. Reporting structure</td>
<td></td>
<td></td>
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<tr>
<td>7. Appraisals</td>
<td></td>
<td></td>
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<tr>
<td>Safe and encouraging environment for staff, volunteers and communities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encouraging and inclusive decision making processes</td>
<td></td>
<td></td>
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<tr>
<td>Attrition Rates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and capacity building plans</td>
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</tbody>
</table>

4. Finance and promotions

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exists/Does not exist</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separate bank account for the CR station</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System of book keeping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System of auditing of financial statements</td>
<td></td>
<td></td>
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<tr>
<td>DAVP Empanelment</td>
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</table>
### 5. Finance and promotions

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exists/Does not exist</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>List of potential local advertisers</td>
<td></td>
<td></td>
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<tr>
<td>Promotional kit stating the name of CR station, frequency, time of broadcasts and potential reach</td>
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<tr>
<td>Focal point person and team for marketing</td>
<td></td>
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<tr>
<td>Promotional plan</td>
<td></td>
<td></td>
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<tr>
<td>Quality certifications/accreditations from organizations</td>
<td></td>
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<tr>
<td>System of sales calls</td>
<td></td>
<td></td>
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<tr>
<td>Sales records sales reports and follow up reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partnerships for revenue generation with organizations, government departments</td>
<td></td>
<td></td>
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<tr>
<td>Membership drive and rate cards</td>
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<td></td>
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<tr>
<td>Promotional materials for members</td>
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<td></td>
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<tr>
<td>Any other</td>
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</table>

### 6. Technology

<table>
<thead>
<tr>
<th>Criteria</th>
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<th>Remarks</th>
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</thead>
<tbody>
<tr>
<td>Process for selecting the equipment from the vendor guided by technical agency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A process for selecting equipment from vendors</td>
<td></td>
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<tr>
<td>System for training and capacity building for the staff and volunteers on technical areas</td>
<td></td>
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<tr>
<td>Annual Maintenance Contracts</td>
<td></td>
<td></td>
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<tr>
<td>Insurance contracts</td>
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</tr>
<tr>
<td>Power and electricity back-up systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>List of service providers with numbers to handle minor technical issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>List of vendors/engineers for major technical issues with phone numbers and contact details</td>
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<tr>
<td>System of getting regular updates on technical systems with a view to upgrade the technical infrastructure</td>
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<tr>
<td>Location of transmitter maximizes reach of signal</td>
<td></td>
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<tr>
<td>Protection from natural calamities</td>
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<td></td>
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<tr>
<td>Fire extinguishers</td>
<td></td>
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<tr>
<td>Regular safety drills practiced</td>
<td></td>
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<tr>
<td>System of internal maintenance of equipment</td>
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<tr>
<td>Standby equipment</td>
<td></td>
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<tr>
<td>Lease/rent deeds</td>
<td></td>
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<tr>
<td>Responsible person or a system for renewal of GOPA and payment of spectrum fees</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
References


Abiding Voices is based on CEMCA-UNICEF CR Project Report. The following project team carried out the project and prepared the Report as per a UNICEF Agreement signed on 19th September 2011. The CEMCA-UNICEF CR Project Report is available, on request, for reference at CEMCALibrary.

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Hari Dev Arya: Consultant, CEMCA  
Geetha Nambissan: Integrator  
Satish Nagaraji: Integration supporter

A CEMCA-UNICEF Publication of February 2012

Cover page map of India is by courtesy One World Foundation. The map is not to the scale and indicates only approximate locations of community radio stations in the country.

All photographs in the book are from CEMCA gallery of field-photographs.