

Self-Assessment Toolkit for Community Radio Stations and Practitioners



**CEMCA Community Radio Facilitation Centre
Commonwealth Educational Media Centre for Asia
New Delhi**

The Commonwealth Educational Media Centre for Asia (CEMCA) is an international organisation established by the *Commonwealth of Learning (COL)*, Vancouver, Canada, to promote the meaningful, relevant and appropriate use of ICTs to serve the educational and training needs of Commonwealth member states of Asia. CEMCA receives diplomatic privileges and immunities in India under section 3 of the United Nations (privileges and immunities) Act, 1947.

Author: Jayalakshmi Chittoor Parameswaran

Email: jchittoor[at]gmail[dot]com

Project Director: Rukmini Vemraju

Photo Credits (Cover):

Deccan Radio, Hyderabad, Andhra Pradesh

Vasundhara Vahini, Pune, Maharashtra

Radio Sanskar, Jagatsinghpur, Odisha

Lalit Lokvani, Lalitpur, Uttar Pradesh

Radio Bundelkhand, Orchha, Madhya Pradesh

Chanderi Ki Awaz, Chanderi, Madhya Pradesh

Illustrations: Hema Priyadarshini

Designed and Printed by Mensa Design Pvt. Ltd., design.mensa@gmail.com



Copyright © CEMCA, 2013. *Self-Assessment Toolkit for Community Radio Stations and Practitioners* is made available under a Creative Commons Attribution-Share Alike 3.0 License (international): <http://creativecommons.org/licenses/by-sa/3.0/>

For the avoidance of doubt, by applying this license Commonwealth of Learning and Commonwealth Educational Media Centre for Asia (CEMCA) do not waive any privileges or immunities from claims that they may be entitled to assert, nor do COL/CEMCA submit themselves to the jurisdiction, courts, legal processes or laws of any jurisdiction.

ISBN:

81-88770-11-6 (10 digits)

978-81-88770-11-3 (13 digits)

Views expressed in the publication are that of the author, and do not necessarily reflect the views of CEMCA/ COL. All products and services mentioned are owned by their respective copyrights holders, and mere presentation in the publication does not mean endorsement by CEMCA/COL.

For further information, contact:

Commonwealth Educational Media Centre for Asia

13/14, Sarv Priya Vihar

New Delhi 110016

<http://www.cemca.org.in>

This publication is made possible with the support of the Ford Foundation grant for “Enabling Media Access for Community’s Self Expression”. CEMCA Community Radio Facilitation Centre (CCFC) is a help desk to assist in the license application of prospective Community Radio Stations.

Printed and published by Mr. R. Thyagarajan, Head (Administration and Finance), CEMCA, 13/14 Sarv Priya Vihar, New Delhi 110016, India.

Contents

Acknowledgements	iv
Section 1 – The Why and How of Self-Assessment Toolkit (SAT)	1
Introduction	2
Why do I need Self-Assessment Toolkit?	3
How do I Administer the SAT?	3
How often should I do an Assessment and What Parts of the SAT can be used Periodically?	4
Self-Assessment versus Evaluation	5
Section 2 – How are your scores?	7
Lessons from Field Testing and Review Comments Received from 10 Stations	8
Suggested Scoring Methodology	8
Score Card Reference and Ratings	9
How to Keep Track of Your Performance	10
Section 3 – Questionnaires	
I Technical Capabilities	(2 Pages)
II Management Committee	(6 Pages)
III Marketing	(5 Pages)
IV Infrastructure	(5 Pages)
V Financial Management and Budget Planning	(4 Pages)
VI Policy Understanding	(5 Pages)
VII Content Review	(9 Pages)
VIII Appraisal and Evaluation	(4 Pages)
IX Grievance Redressal Mechanism	(2 Pages)
X Licensing/Renewal	(2 Pages)

Acknowledgements

The Self-Assessment Toolkit (SAT) is one of the two good practices toolkits developed by the CEMCA Community Radio Facilitation Centre (CCFC) as part of the project entitled “Enabling Media Access for Community’s Self Expression” supported by Ford Foundation. The second and complementary toolkit is entitled “Ethical Practice Guidelines for Community Radio Stations”. The work on SAT has been going on for nearly two years since the CEMCA Community Radio Facilitation Centre was initiated. Dr R Sreedher, the former director of CEMCA, Ms Rukmini Vemraju, Programme Officer and Project Director of the Ford Supported Project, and Mr R Thyagarajan, Head, Administration and Finance, CEMCA, asked if I would be able to embark on this very ambitious toolkit development. I was delighted to be a part of this process. I am grateful to each one of them, and the supporting team members at CEMCA – Monica, Sunny, Sanjeev – who were always there to provide assistance whenever needed to make this study and the related workshops/consultations smooth and easy.

Recently, when I shared the draft of the *Ethical Practice Guidelines* with CEMCA’s new Director, Dr Sanjaya Mishra, a very important suggestion was made by him that we must have illustrations to make these toolkits attractive and easy to understand.

During the development of this toolkit, a number of the CCFC interns have deliberated and refined our understanding of what must be asked when

developing the questionnaires. Their contribution to this thought process have been immensely valuable in shaping the parameters and review processes needed. As trainers and mentors to the interns, our two very able colleagues, Ms Hema Priyadarshini and Ms Rupica Saxena supported by Ms Poonam Shrivastava, Ms Vineeta Khatri and Ms Charu Sharma have brought in very insightful views of how to articulate serious questions in a simple manner. Thanks especially to Hema who has come up with a number of original illustrations used in this book.

I also wish to thank Ms Supriya Sahu, Joint Secretary, Ministry of Information and Broadcasting, Government of India and Dr Ravina Aggarwal, Programme Officer, Ford Foundation for being thought leaders promoting the Community Radio (CR) movement in this country and inspiring me to take on this very challenging assignment.

So many people have contributed with their ideas and tacit knowledge. As an avid CR evangelist, my expertise in bringing learning from all the practitioners and through participatory processes and documenting tacit knowledge has helped to bring this evolving and dynamic document. The list of people, those who have contributed to this document, is too long to name, and certainly this belongs to all CRSs. It is their (Community Radio Stations’) tool, it is theirs to evolve, adapt, translate and revise. I thank one and all who contributed to my thought processes.

Jayalakshmi Chittoor Parameswaran

**Section
1**

The Why and How of
Self-Assessment Toolkit (SAT)

Introduction

The process that we embarked upon to develop the toolkit was a simple but challenging one. With just about a decade of Community Radio (CR) broadcasting experience, the policy makers, advocates and practitioners have all struggled to continuously improve the understanding of what excellence means. There have been several discussions on the need to improve practice, and to find ways of doing it. The first consultation to develop this toolkit began in a workshop held at New Delhi on December 19, 2011.

During this process of consultation, we chose two lead partner organisations, *Chanderi Ki Awaz* in Chanderi, Madhya Pradesh and *Radio Active*, Bengaluru, Karnataka, to field test the toolkit and refine the same based on their experience.

A consultation inviting 10-15 potential replicating institutions to be part of this process was organised in October 2012. In the following twelve months, the field testing processes evolved, ways of articulating the questions and discovering the nuances were fed back into the constantly evolving document.

The toolkit will continue to be further refined as stations undertake the exercise and share their experiences. CEMCA in the meanwhile, has also embarked on the development of a quality assurance framework for CR stations (CRS).

As the journey progresses, self-assessment will become more robust and comprehensive. This toolkit is a practical tool to supplement the *Ethical Practice Guidelines* which outlines the framework for good practice.

This edition is the first stage of the evolving and iterative documentation process. The field testing has helped us to refine several of the questionnaires that were produced in the earlier draft.

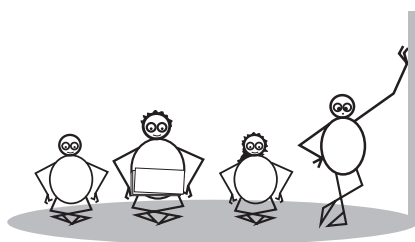
Our inspiration for this process comes from some important reference documents that have helped

us to develop this toolkit for the CRS in India. One of them is an important monitoring and evaluation tool has been put together by the Nepal Forum of Environmental Journalists and CR Movement in Nepal with support from other International Experts and Organisations, by R Mainali, Y Chapagain, and B Subba.¹ Another useful matrix has been evolved by UNICEF and CEMCA on sustainability assessment which is not limited to financial aspects but also other aspects of sustainability. This framework is also a useful tool for CRS to apply for their strategic planning and forward thinking exercises that they may undertake.

This toolkit has been designed to be used as a whole or any part that a CRS deems necessary to reflect more deeply on. The process recommended is consultative and participatory, with no obligation to use external resources for documenting the learning. However, because most functionaries in a CRS are already hard-pressed for time, the last meeting held in New Delhi suggested that a terms of reference for hiring (or nominating a staff for a period of time) a researcher would be a useful addition to the document. We have added the same in this edition.

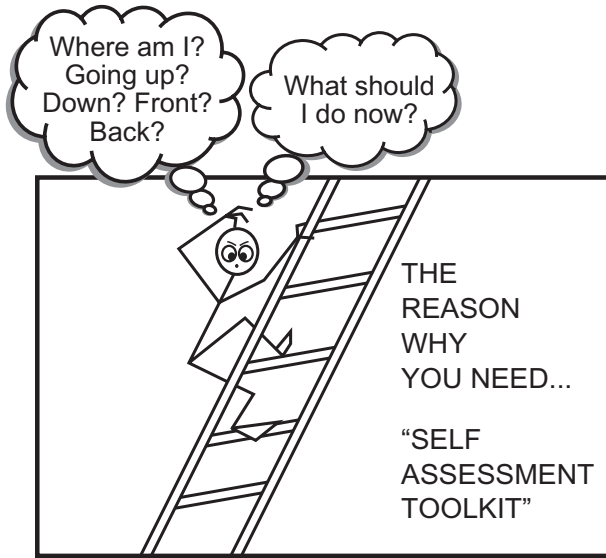
It is desirable that the CRS undertake a first round of self-assessment exercise which can be their baseline evaluation. It is suggested that this process be conducted twice a year, and the score card be maintained. The sections have been divided into parts on the rationale and how to administer the SAT, followed by ten chapters, which cover the questionnaires. Towards the end the suggested scoring methodology, score card system and how to keep track of performance have been outlined.

We do hope that CRS will continue to use and improve this document. Do send your feedback to CEMCA, if you have found it useful, adapted it or suggested new questions to this document.



¹ http://www.amarc.org/documents/manuals/crpa_book.pdf

Why do I need Self-Assessment Toolkit?



You are operating a Community Radio Station. So, how is your progress? Is there any progress at all? Why is the progress fast or slow? What are the challenges? Where are the solutions? When are you going to achieve your targets? How are you going to proceed further? To help you decide what is best for your CRS, you can make use of this “Self-Assessment Toolkit”.

The self-assessment toolkit (SAT) is aimed to help the practitioners, the community, the staff, the management committee (with community representatives) and licence holders with an effective tool for evaluating the performance of their CRS with a holistic review process.

How do I Administer the SAT?

At any given point of time, to understand the position of any aspect of your CRS, you need to know two things, the starting point and the destination point. By using the SAT, you would be able to see the larger picture. The starting point, your current position and the destination where you wish to see your CRS.

For example, right now you are broadcasting six hours of original programmes produced by your community. In comparison with any other neighbouring CRS, your broadcast duration is the highest. Would that necessarily mean that you have grown over a period of time? To understand your situation better, you need to answer several questions such as:

Q: Where did you begin?

Possible Response (PR): 8 hours of original programmes produced by your community.

Q: Where are you now?

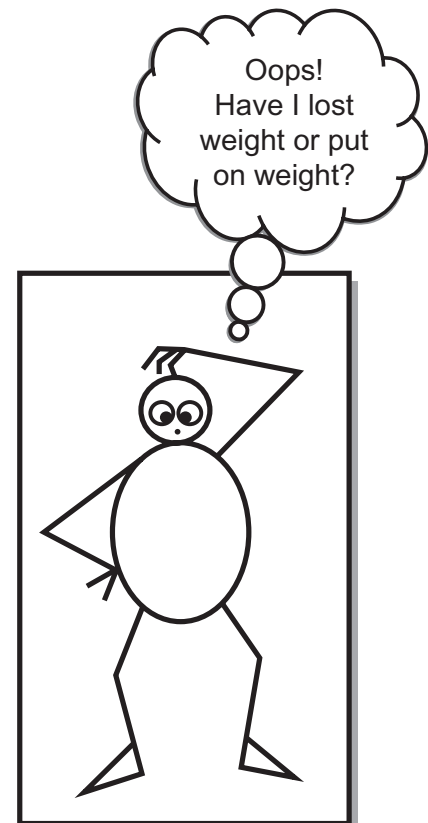
PR: 6 hours of original programmes produced by your community.

Q: Why did you come down by 2 hours?

PR: Identify challenges here.

Q: Where should you reach?

PR: Do you want to aim for 24 hours broadcast (the ideal!) with at least 12 hours of original programmes produced by your community and 12 hours of repeat, thus ensuring that varied listeners can get to request repeats of their favourite programmes?

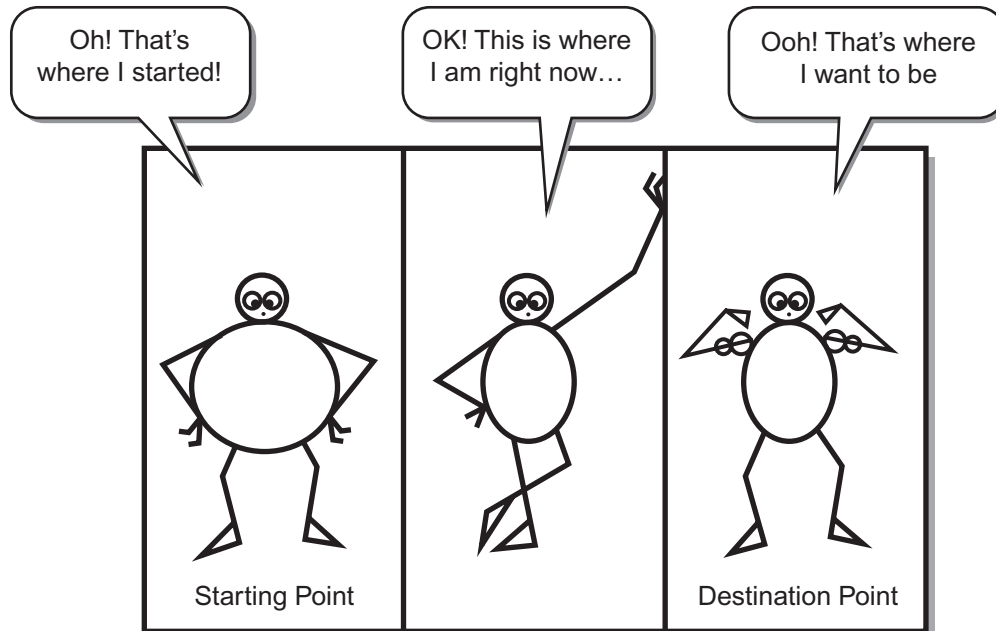


Q: How will you reach?

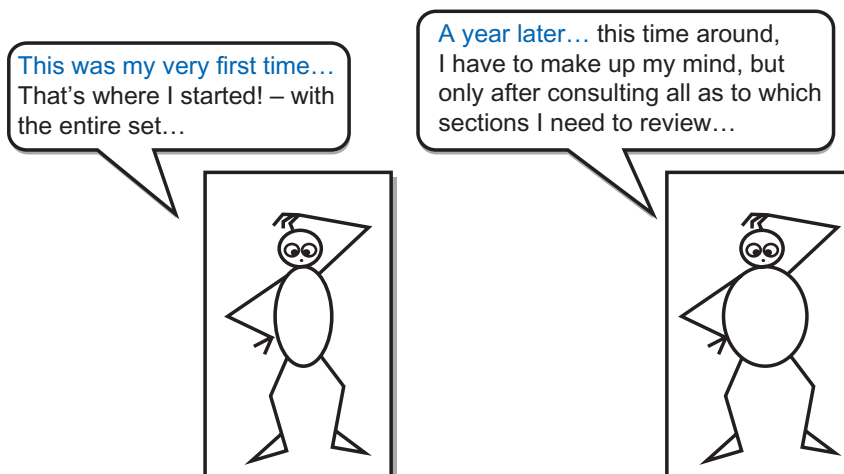
PR: Sketch a plan for your station.

Q: Am I encouraging creative experimentation, knowing fully well, it may not work in the end?

PR: Keep a separate dossier of all experiments that did not work well, and what lessons you learnt.



How often should I do an Assessment and What Parts of the SAT can be used Periodically?



At any given point of time, the periodicity of the SAT can be determined by the maturity of the CRS in terms of its own organisational abilities. In general, it is recommended that the exercise be done twice a year to track progress (on those elements that need more attention), and a complete assessment of all parameters be done at the end of year.

Training on Self-Assessment may also be explored if organisations do not have experience of

participatory self-evaluations/peer-review/reflections as part of their organisational ethos. Several NGOs provide training on participatory processes, and facilitation skills and CRS are encouraged to consider building these capabilities, without the need to point fingers or blaming, the idea of self-assessment is to improve oneself (both at the individual level as well as institutionally at the CRS level).

Self-Assessment versus Evaluation

For all those of you who have heard both these terms, we have tried to provide a bit of comparison between them. We have tried to provide you with simple and clear understanding of the two terms both in theory as well as in practice. These terms are used extensively by donor organisations, educational institutions and research agencies. You may skip this entire section, if you believe and understand that self-assessment is done to improve oneself, and not to answer someone else's questions on how you are faring.

It is important to understand the key difference between Self-Assessment and Evaluation and learning from academic institutions, we know that one of the key aspects of self-assessment is learning to improve, and thus it is feedback oriented. Evaluations often are external and pre-determined measurement related tools to ascertain the performance.

Some Important Distinctions

The table below gives us an understanding of the complexity of the indices of assessment and evaluation and the fluidity of the understanding of these.

Assessment	Evaluation
Feedback based	Measurement focused
Context dependent	One size fits all
Self-determined; the system chooses what to notice	Imposed. Criteria are established externally
Information accepted from anywhere	Information in fixed categories only
System creates own meaning	Meaning is pre-determined
Newness, surprise are essential	Prediction, routine are valued
Focus on adaptability and growth	Focus on stability and control
Meaning evolves	Meaning remains static
System co-adapts	System adapts to the measures

Dimension of Difference	Assessment	Evaluation
Timing	Formative	Summative
Focus of Measurement	Process-Oriented	Product-Oriented
Relationship Between Administrator and Recipient	Reflective	Prescriptive
Findings, Uses Thereof	Diagnostic	Judgemental
Ongoing Modifiability of Criteria, Measures Thereof	Flexible	Fixed
Standards of Measurement	Absolute	Comparative
Relation Between Objects of A/E	Cooperative	Competitive

Source: H. Stephen Straight, 2002²

How will value creation help in adapting continuous learning strategy through periodic self-assessment?

- Periodic self-assessment exercises help to maximise contact between CRS, community and management teams.
- Creates a conducive environment to promote cooperation among various stakeholders.
- The design of the questionnaires and dialogue processes suggests questions that use active learning techniques.
- The stage-wise design of the questionnaire administration process is designed to give feedback promptly, and gives opportunity for continuous improvements.
- Periodic self-assessment activities emphasise time on task, and values contributions of all departments to ensure the success of CRS.
- Suggested scoring methodology communicates high expectations to be benchmarked for good practices, which go well beyond policy compliance, and allows communities to collectively understand and interpret their roles, responsibilities, aspirations and expectations from the CRS.

² <http://www.slideserve.com/Gabriel/the-difference-between-assessment-and-evaluation>

- The flexibility of the design of the questionnaires, and openness to adaptation, respects learners' diversity (This is why there is no right or wrong answer, and at times, some questions may be totally irrelevant to a section of the community, but very important to another).

How can we adopt the following principles for success and CR Operations? *Five Assessment Principles (as applied to teaching learning processes)*³

This technique of assessment and its principles is used extensively in the normal teaching-learning environment. It is also useful to use the principles when we are trying to understand how the tools that create community level learning and increase in knowledge impact the learning outcomes as a result of continued use.

- To improve their teaching, faculty must define learning outcomes and measure the attainment of the stated goals.
- To improve their learning, students must learn how to use feedback to assess their own progress (self-assessment).
- The best assessment derives from teachers' questions about their own teaching.
- Systematic assessment can be an intellectually challenging source of faculty satisfaction.
- Assessment provides an impetus for active student involvement, a proven "best practice".

How can CRS benefit from a systematic feedback system like the Self-Assessment Toolkit?

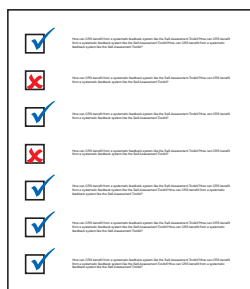
In the website describing the value of self-assessment for non-profits⁴, a very valuable book is recommended for all community based organisations. The book that

is mentioned in the website is entitled *Leap of Reason*. An extract from the website is of complete relevance to all community radio stations, many of which are run and managed by NGOs. "Organisations that are serious about their theory of change engage in regular self-assessment and evaluation of outcomes. The results of measuring outcomes can be shared with stakeholders to illustrate the impact of an organisation's programmes and activities, and to demonstrate the difference the organisation is making in its community and in peoples' lives. Seeing the difference an organisation is making on paper, in video, through testimonials – is powerful. To be successful a nonprofit must embrace a culture that supports outcomes thinking. This is not as daunting as it sounds... First, understand that a little navel-gazing, when implemented for the right reason, is far from a waste of time."⁵

Regular self-assessment exercises will be integral to a nonprofit in order for its mission and the nonprofit itself to be sustainable. It will also give the CRS an opportunity to plan training and other capacity building tracks in their upcoming year's work plans. It seeks to assist CRS to achieve their goals and to be more effective in delivery of its programmes, services, and mission.

The process of periodic self-assessment conducted first as a baseline, will also help in defining the CRS's immediate goals in the coming year, and to provide valuable inputs on areas that require additional support or strengthening. The purpose of the SAT is to enable each CRS to adapt the questionnaire, on a theme that sounds most necessary in the subsequent years, and to work on areas that require more collective thinking and time from the various functionaries.

The SAT is designed to be adapted to suit the requirements of each CRS, as necessary.



³ Straight, S.H. (2002). *The difference between Assessment and Evaluation*, Accessed on 2013/08/22 from <http://www.slideserve.com/Gabriel/the-difference-between-assessment-and-evaluation>, based on Angelo, T.A., & Cross, P. (1993). *Classroom Assessment Techniques: A Handbook for College Teachers*, Ed2, Jossey-Bass: San Francisco.

⁴ <http://www.councilofnonprofits.org/resources/resources-topic/evaluation-and-measurement>

⁵ <http://www.councilofnonprofits.org/resources/resources-topic/evaluation-and-measurement>

The graphic consists of a horizontal green bar with a blue rounded rectangle on top of it. The text 'Section 2' is centered within the blue rectangle.

**Section
2**

How are your scores?

Lessons from Field Testing and Review Comments Received from 10 Stations

The idea of self-assessment is to ensure that the learning from a formal internal review process helps to identify areas for future attention. This also helps to locate areas where the CRS is doing well, and may review those areas on an annual basis. In other areas, they may consider reviewing progress either quarterly or twice a year. A formal announcement about undertaking a self-assessment exercise is a good idea.

Usually the first exercise should be conducted over a total period of 2-3 months, without disrupting the day-to-day activities of a CRS. A CRS may designate one staff as a researcher or may employ an external short term resource for the same. The first step in this process is to let the researcher read the SAT along with the *Ethical Practice Guidelines* and make extensive notes in their own local language.

Formal translation of the questionnaires can also be done as a pre-testing activity as was done by *Chanderi ki Awaz* and *Radio Active* in the course of their field testing.

Selected questionnaires that have to be filled in by the community may be translated, and those that need to be filled in by senior officials who are conversant in Hindi/ English can use the same.

There were suggestions for some additional themes to be added in SAT. The suggestions were:

- Team Assessment Questionnaire
- Training Needs Questionnaire
- Individual Team Member Questionnaire

Field testing also indicated that reporting structures and a Researcher Orientation on how to conduct this evaluation may be considered as part of the implementation methodology.

CR Stations may be involved in developing partnerships with other stations to strengthen the capability within a CRS for undertaking systematic self-assessments. Both *Radio Active* and *Chanderi ki Awaz* have extended their services to enable other stations to follow.

Suggested Scoring Methodology

The table below gives a methodology for giving your CRS' review aspects a weighted scoring value, which has been fixed based on our dialogues with various organisations and experts. The ten review aspects that you would have filled out and scored individually will now require to be tabulated.

The standard scoring range for each review aspect is only 0-5. The number 0 is applicable, for example, if you have not embarked on any marketing activities. But your overall scoring may vary from 0-5. Fractions are also possible. Final weighted score in the last column in the table below should be

totalled, after applying the formula against each review aspect.

We encourage you to do this as a collective exercise with all members of the review team discussing aspects that you need to still work upon. Once you have obtained the total scoring, this will provide you with the baseline data set.

Please use the next table which is a **Score Card Reference sheet**, which will help you to locate your colour code, and understand what you need to do to improve yourselves.

Score Card Reference Sheet

S. No.	Review Aspects	Standard Scoring Range	Score Obtained (Please Fill Your Score 'N' Here)	Weighted Score	Final Weighted Scores
1	Technical Capabilities	0 to 5	N1= _____	10	N1x10= _____
2	Management Committee	0 to 5	N2= _____	12	N2x12= _____
3	Marketing	0 to 5	N3= _____	10	N3x10= _____

Contd...

S. No.	Review Aspects	Standard Scoring Range	Score Obtained (Please Fill Your Score 'N' Here)	Weighted Score	Final Weighted Scores
4	Infrastructure	0 to 5	N4= _____	8	N4x8= _____
5	Financial Management and Budget Planning	0 to 5	N5= _____	8	N5x8= _____
6	Policy Understanding	0 to 5	N6= _____	12	N6x12= _____
7	Content Review	0 to 5	N7= _____	14	N7x14= _____
8	Appraisal/Evaluation	0 to 5	N8= _____	8	N8x8= _____
9	Grievance Redressal Mechanism	0 to 5	N9= _____	8	N9x8= _____
10	Licensing/Renewal	0 to 5	N10= _____	10	N10x10= _____
	GRAND TOTAL SCORES	Minimum will be less than 1 . It could be a '0', if you have no activities under some category. Maximum potentially is 50 .	The grand total here should be less than or equal to 50 .	Weightage is in accordance with the importance of Assessment Framework. Total is 100 (Do not write anything in this column)	Score total in this box should be a number ranging between 1 – 500

Score Card Reference and Ratings

Given below is the suggested total scoring range to determine areas where you still need to strategically plan and work upon and improve yourself. Many CRS may still be low in some of the tracking parameters, and may even score a zero if they have not yet embarked on the same. You need not get disheartened. The process of self assessment will make it possible for you and your team, as well as the community members, to understand where you stand and where you want to move. The final analysis may be made in a simple final Score Card.

There are 10 questionnaires in all. In view of this, you can score each questionnaire on total marks of 50 and thus the total scores will work out to a maximum of 500 if you attempted to complete all questionnaires. But it is the ranges that will indicate which of the

sections of the CRS that you need to pay attention on. Do NOT focus on numbers but the range, as there will be some subjective answering by people deeply involved in CRS activities. The idea is to build a collective assessment and review that year on year.

The very first assessment may be proposed and be held at least after 2 years of existence.

Suggested Colour Coding and Performance Analysis is indicated below (if you have attempted all questionnaires, and feel the need to repeat it each periodic cycle). If on the other hand, you are testing only one questionnaire, then the score range and analysis will be weighted to one tenth of the range provided below, viz., 5-10; 10-20; 20-30; 30-40; and 40-50.

Score Range	Analysis
50-100	Your organisation would benefit from Field Visits and More Direct Learning
100-200	Your organisation would benefit from more Management Support and Training
200-300	Your organisation is doing well and is in the right direction. More efforts needed in specific areas of work
300-400	Your organisation is doing well, but can strive for excellence
400-500	Your organisation is doing excellently

How to Keep Track of Your Performance

The table given below will be a tracker that you may prepare and continuously monitor your performance. This type of tracking is called a time-series chart. You may like to colour code the scores on this tracker to help you to see how you are improving.

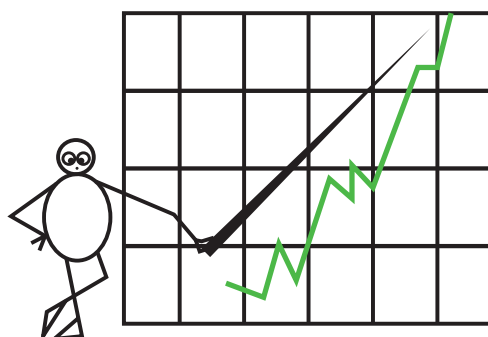
natural calamities, etc.). These may also impact the overall performance of your CRS. Please try to have an open discussion each year, after the conclusion of your performance and document your challenges/improvements.

There are chances that in some year, you may have faced some specific challenges (technical, management changes, financial, personnel related,

Remember, every step forward/ahead is a reason to celebrate and concentrate in the following year for improving yourselves.

Example of a Time Series Overall Performance Tracker, with colour coding and scoring written

CR Station	Baseline (First Assessment) (No Conscious Corrective Actions Have Been Implemented, before this assessment)	Second Assessment	Third Assessment	Fourth Assessment	Fifth Assessment
(Mention the Name of the CRS in the column below)	(Mention Date for Adoption of SAT and the date of completion) – This process may vary from station to station. Can take from 1 week to 2 months, since no dedicated manpower is required to do this collective exercise	(Please Indicate the date of second assessment, which may be done semi-annually or annually)			
Dates:→	dd/mm/yyyy dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy
xxxxx	(Place your actual score and colour code here) For example your score here is in the range 200-300 thus is shown green	(Place your actual score and colour code here) For example your score here is in the range 100-200 thus is shown yellow because some staff left	(Place your actual score and colour code here) For example your score here is in the range 200-300 thus is shown green	(Place your actual score and colour code here) For example your score here is in the range 300-400 thus is shown blue because you have been able to get good grants	(Place your actual score and colour code here) For example your score here is in the range 400-500 thus is shown magenta because you are doing well in all aspects



Self-Assessment Toolkit

for Community Radio Stations and Practitioners

Section 3 – Questionnaires

I	Technical Capabilities
II	Management Committee
III	Marketing
IV	Infrastructure
V	Financial Management and Budget Planning
VI	Policy Understanding
VII	Content Review
VIII	Appraisal and Evaluation
IX	Grievance Redressal Mechanism
X	Licensing/Renewal



I. Technical Capabilities

This questionnaire will be completed by all Community Radio Station staff (Paid)

Please make a list of the equipment that are there in your station.

Make as many copies of the questionnaires as there are staff members. Ask each one of the staff member to complete the questionnaire. They should fill these questionnaires independently and not as group. After they have completed the questionnaire, it is suggested that the team can hold a meeting and discuss the results. This will also act as an important learning tool, and identify the skill sets available within your team. There is no right or wrong answer to any question.

1.1 State your familiarity (know how) about the following equipment as listed below (Please tick as appropriate)

S. No.	Studio Equipment	I know where to buy/rent	I know how to maintain	I can manage minor repairs	I know who to contact for technical assistance	I know how to learn about buying, maintaining & repairing	I need more technical information regarding quality companies
1	Microphones						
2	Amplifiers						
3	Monitor Speakers						
4	Head Phones						
5	Phone-in Equipment						
6	Acoustics						
7	Sound Proofing						
8	Mixing Console						
9	On-Air Console						
10	Computer and Laptops						
11	Internet Connection/ Dongle and Consumables						
12	Audio Editing Software						
13	CD Player						
14	CD/DVD Writer						
15	On-Air or Recording Light						
16	Power Protection Units						
17	UPS or Power Back Up						
18	Dead-Air Alarm						
19	Software Licenses						
20	Sound Proofing Materials						
21	Archiving Equipment/ Spares						

II. Management Committee

This questionnaire will be completed by CR Station Manager, License Holder (Authorised signatory/Head of Department/Head of Institution) and Members of the Management Committee

Make as many copies of the questionnaires as there are management committee members plus two, as indicated above. Ask each one of the mentioned person to complete the questionnaire. They should fill these questionnaires independently. After they have completed the questionnaire, it is suggested that the team can hold a meeting and discuss the results. There is no right or wrong answers to any question.

Formation of Management Committee¹

- 2.1** Our Management Committee clearly understands the difference between Public Service Broadcasting and Community Radio
- Yes No
- 2.2** Members of our Management Committee are
- Elected Nominated
 Volunteers Mixed group (Nominated and volunteers)
 I have no idea
- 2.3** Our Management Committee is reflective of the diverse community it seeks to serve
- Yes No
 Partially We bring different representatives on to the committee
 It is impossible to have a truly reflective committee
- 2.4** Our Management Committee comprises men, women and transgender
- Yes, all Only men
 Only women Only men and women but not transgender
- 2.5** Our Management Committee comprises community members of all ages
- Yes Children are not included
 Senior citizens are not included We have certain specific age criteria
 We have no age bar or limit
- 2.6** Our Management Committee comprises members of all economic status
- Yes No, people below poverty line are not allowed
 No, rich people are not allowed We have certain specific income criteria
- 2.7** Our Management Committee comprises members from every religion practiced in the community. Write details below

S.No.	Religions Practiced in My Community*	Included	Not Included	Why?***
1				
2				
3				
4				

* e.g. Buddhism

*** Please indicate in this space the reason why you have made your decision for each response above (including or excluding some religions) – either by choice or due to lack of large numbers, etc.

¹ It is desirable to also map the diversity of professions/livelihoods in the areas being serviced by the CRS, and by rotation, it is desirable to have people of different occupations in the Management Committee, to be truly representative.

2.8 Our Management Committee comprises members from migrant population from other countries in the community (If yes, fill in below. If no, please leave the section and move to next question)

S.No.	Details of Migrant Population*	Included	Not Included	Why?***
1				
2				
3				
4				
5				

* e.g. Migrants from Myanmar

** Please indicate in this space the reason why you have made your decision for each response above (including or excluding some refugees or migrants) – either by choice or due to lack of large numbers, or their social status, or beliefs, etc.

2.9 Our Management Committee comprises members from people of different States of India residing in the community (If yes, fill in below. If no, please leave the section and move to next question)

S.No.	State*	Included	Not Included	Why?***
1				
2				
3				
4				

* e.g. Mizoram

** e.g. We have hardly anyone from outside our State.

2.10 Our Management Committee comprises members speaking various languages in the community (If yes, fill in below. If no, please leave the section and move to next question)

S.No.	Language Spoken in Our Community*	Included	Not Included	Why?***
1				
2				
3				
4				

* e.g. Tamil

** e.g. We have migrant Malayalam speaking people as well as Marwadi speaking businessmen living in our area.

2.11 Our Management Committee comprises members speaking various local dialects in the community (If yes, fill in below. If no, please leave the section and move to next question)

S.No.	Local Dialect in Our Community*	Included	Not Included	Why?***
1				
2				
3				
4				

* e.g. Madurai Tamil

** e.g. We have Irular Tribal people who speak a different dialect than Tamil.

- 2.12 Our Management Committee comprises elected/nominated members from the community irrespective of the person's illness (If yes, fill in below. If no, please leave the section and move to next question)

S.No.	Illness/Disease*	Included	Not Included	Why?
1				
2				
3				
4				

* e.g. Leucoderma

- 2.13 Our Management Committee comprises elected/nominated members from the community irrespective of the person's skin colour

S.No.	Skin Colour*	Included	Not Included	Why?
1				
2				
3				
4				

* e.g. Dark

- 2.14 Our Management Committee comprises members elected by the community irrespective of the caste they belong to (If yes, fill in below. If no, please leave the section and move to next question)

S.No.	Caste*	Included	Not Included	Why?
1				
2				
3				
4				

* e.g. Irumbur

- 2.15 Our Management Committee comprises members engaged in any occupation: elected/nominated by the community (If yes, fill in below. If no, please leave the section and move to next question)

S.No.	Occupation*	Included	Not Included	Why?
1				
2				
3				
4				

* e.g. Auto rickshaw driver

- 2.16 Our Management Committee comprises differently abled members from the community (If yes, fill in below. If no, please leave the section and move to next question)

S.No.	Different Ability*	Included	Not Included	Why?
1				
2				
3				
4				

* e.g. Hearing impaired

2.17 Election/nomination of Management Committee members are held

- Quarterly Half-yearly Annually
 Once in 2-5 years No fixed periodicity

2.18 Our Management Committee members are elected/nominated by²

- Parent organisation Community Sponsoring/funding organisation
 Local political party Others (Please specify): _____

Functions of Management Committee

2.19 Indicate in which areas your Management Committee consults, and with whom (Tick as many applicable)

S.No.	By Consulting with	Programme Planning	Financial Planning	Activity Planning	Capacity Building Planning	Evaluation Planning
1	Management Committee Members only					
2	Community					
3	Parent Organisation					
4	Sponsoring/ Funding Organisation					
5	External Experts					
6	Influential Individuals in the Community					
7	Government					
8	Others (Please specify)					

2.20 Our Management Committee meets

- Daily Weekly/Bi-weekly Monthly
 Quarterly Twice a year Yearly
 No fixed periodicity

2.21 Our Management Committee shares the agenda of meetings

- Every time a meeting is planned and held
 Sometimes, we forget to send agenda ahead of time, but always maintain and send minutes
 Mostly. We write minutes, but do not circulate; we read it out at the start of the next meeting
 We have other processes (Please specify): _____

2.22 We maintain the minutes of the meeting of Management Committee

- Always Quite often
 Rarely Never

² Guidelines may be prepared by each CRS for the formation of Management Committee, and shared with all, and form part of the operating procedures. This may be circulated to all, and talked about in the annual meetings. The key processes can also be explained to the listeners to ensure more active participation by community.

2.23 Our Management Committee frames

- Daily programme plan Monthly programme plan Quarterly programme plan
 Annual programme plan Not involved in making programme plans

2.24 Our Management Committee reviews the plan

- Every day Every month Every quarter
 Every year Does not review programme plans

2.25 Our Management Committee informs about plan/review of the plan to all CRS staff

- Personally Through email Through letter (Printed)
 Through Notice Board Other methods (Please specify): _____

2.26 The roles of Management Committee members are well defined (Terms of Reference)³

- Yes No Informal terms of reference exists

2.27 Our Management Committee sources programmes from

- Community Parent organisation
 Sponsoring/funding organisation Other CRS

S.No.	Programme	From	Paid/Unpaid
1			
2			
3			
4			

2.28 Our Management Committee has a good network with other CRS

S.No.	Name of the CRS	State	How did you Network?
1			
2			
3			
4			

2.29 Our Management Committee adapts sustainable models from other successful CRS

S.No.	Name of the CRS	Sustainable Model*	How did you Know?
1			
2			
3			
4			

*e.g. We have many volunteers and content wise we are sustainable; we have institutional funds to pay salaries and hence are financially sustainable; we have learnt from the CR Awards that there are many different models and we try to visit them to adopt the strategies; we are empanelled with DAVP and have technical expertise which ensures that we are sustainable in the long run.

³ The Management Committee may also consider doing an appraisal of its own tasks as part of the Terms of Reference.

2.30 Our Management Committee has actively engaged in the following fund raising activities⁴

S.No.	Fund Raising Activity	Details	Total Funds Raised
1			
2			
3			
4			

2.31 Our Management Committee regularly reports to Ministry of Information and Broadcasting regarding its Annual Report and Financial Report

- Yes No

2.32 We have displayed the profiles of the Management Committee members in our CRS

- Yes No
 We are planning to We don't wish to

Management Committee and Community Engagement

2.33 Our Management Committee engages the community in

- Programme/Content planning Financial planning Activity planning
 Capacity building planning Evaluation planning

2.34 Our Management Committee engages the community through

Planning	Mechanism
Programme Planning	
Financial Planning	
Activity Planning	
Capacity Building Planning	
Evaluation Planning	

2.35 Our Management Committee addresses the issues and challenges in community engagement with the help of

Who?	How?
Management Committee Members Only	
Community	
Parent Organisation	
Sponsoring/Funding Organisation	
External Experts	
Powerful Individuals in the Community	
Government	
Others (Please specify)	

⁴ Please also try to get a good understanding whether training is required for fund-raising, if there is need for additional skills, or get the services of consultants to help, or hire specifically fund raising staff.

III. Marketing

This questionnaire will be completed by Station Manager, Head of Department/Institution/License Holder/ Authorised Signatory and the Marketing Team members (if any) or by all staff, if it is a small team

Make as many copies of the questionnaires required. Ask each one to complete the questionnaire independently. After they have completed the questionnaire, it is suggested that the team can hold a meeting and discuss the results. There is no right or wrong answer to any question.

Marketing Team

3.1 We have a marketing team or a resource pooling person in our CRS

- Yes No

3.2 We have a marketing plan

- Yes
 We come up with plans as and when required (situational)
 We don't have any experience in developing marketing plans
 No

3.3 We revise our marketing plan as per the frequency given below

- Monthly Quarterly Half-yearly
 Annually No fixed periodicity Never

3.4 We have created enough visibility for the CRS in our community

- Yes No

3.5 Mechanism to create and record visibility for our CRS in our community

S.No.	Visibility Creating Mechanism for CRS in Our Community	Visibility Recording Mechanism for CRS in Our Community	Is it Planned/ Implemented?
1			
2			
3			
4			

3.6 We have adopted the marketing plan from other CRS

S.No.	Name of the CRS	Marketing Plan	Success/Failure
1			
2			
3			
4			

3.7 Do you have a database of potential local advertisers?

- Yes No

List of potential local advertisers:

S.No.	Potential Local Advertiser	How did I know?	Have I contacted? No?
1			
2			
3			
4			

3.8 We have invited membership from the community

Yes No Not applicable to our institution

3.9 We make use of volunteers from community for promotional activities

Yes No

3.10 Use of other media to market CRS

If not used, skip to next section

S.No.	Name of the Other Media	Expense	Response
1			
2			
3			
4			

Source of Funding

3.11 We have funding from parent organisation

Yes No

3.12 We have funding from multi-lateral agencies

Yes No

3.13 We receive foreign funding

Yes No

3.14 We have Foreign Contribution Regulation Act (FCRA) clearance from Home Ministry

Yes No

3.15 We have Community Managed Resource Centre (CMRC) mode of revenue generation

Yes No Experimenting on pilot model

3.16 We raise funds by collecting membership fee for CRS

Yes No

3.17 We collect fee for training and workshops on CR operation

Yes No

3.18 We broadcast advertisements like

S.No.	Advertisement	Source	Revenue	Duration
1				
2				
3				
4				

3.19 We broadcast announcements like

S.No.	Announcement	Source	Revenue	Duration
1				
2				
3				
4				

3.20 So far, we have no funding. Also, we are struggling to raise funds

- Yes No

DAVP Empanelment

3.21 Our CRS is empanelled with DAVP

- Yes No I am not sure

Our application in process with DAVP

Not applicable (Our CRS does not wish to apply for DAVP support)

3.22 Our CRS DAVP empanelment is periodically renewed

- Yes No

I do not know the renewal cycle with DAVP Does not apply to my station

3.23 We have a separate bank account in the name of the CRS

- Yes No I am not sure

3.24 We have/don't have service tax registration (all organisations with advertising incomes exceeding ₹ 9 lakh per annum must register for Service Tax www.aces.gov.in)

We don't need it We don't know how to get it

We have applied for it We have Service Tax registration

We never thought about it Service Tax is in institutions name (License holder)

3.25 We maintain separate book of accounts for CRS operations

- Yes No I am not sure

3.26 We are aware that only 5 minutes of advertisement is permitted per hour of CR broadcast including DAVP spots

- Yes No

3.27 We broadcast advertisements from

Local vendors Government Corporations

Political parties Film industry Others (Please specify): _____

3.28 We broadcast advertisements for the duration of

1–2 min/hour 2–3 min/hour 3–4 min/hour

4–5 min/hour More than 5 min/hour

Guidelines/Policy Act Related to Funding/Advertising

3.29 Knowledge and practice of guidelines/Policy Act related to funding/advertising (Please tick appropriate boxes)

S.No.	Guidelines/Policy Act Related to Funding/Advertising	We have read through and understood	We have a copy of it in our CRS for reference and sharing
1	Guidelines for DAVP Empanelment		
2	AIR Code of Advertising		
3	Foreign Contribution Regulation Act, 1976 (FCRA)		
4	Guidelines for Sponsored Programmes in CR		

Sponsored Programmes¹

3.30 Do you know what a sponsored programme is?

- Yes No

¹ Pilot field testing has come up with the suggestion that Government should issue guidelines about procedure, eligibility and links, and further assistance to all aspiring and new CRS.

- 3.31** We know that sponsored programmes
- Can be taken from Government Agencies only Are not sure who all can support them
- Can only cover development issues Are not sure what the policy directive is

- 3.32** We have Central Government sponsored programmes
- Yes No N/A

- 3.33** We have State Government sponsored programmes
- Yes No N/A

- 3.34** We have District Government sponsored programmes
- Yes No N/A

- 3.35** We have Panchayat Government sponsored programmes
- Yes No N/A

3.36 Please explain the difference between sponsored programme and funded programme

- 3.37** We have received grants in aid or funds from other International Organisations like the following agencies
- UNICEF UNESCO WHO
- Ford Foundation CEMCA

- 3.38** Our Management Committee has defined rules and processes for accepting support. We have a collective understanding of this
- Yes No I don't know

- 3.39** Our sponsorship policy (Tick as many as applicable)
- Clearly defined This document is publicly available
- Policy is well articulated Sponsorship is a deciding factor for broadcasting time
- Our policy is loosely framed and not so clear, as it allows us to accept sponsors from a wide variety of agencies

- 3.40** We are planning to review our sponsorship policy with the help of
- Parent organisation Hired consultant Student/Professor of our Institution
- Any volunteer Other expert

- 3.41** We broadcast sponsored programmes for the duration of
- < 30 min > 30 min < 1 hour > 1 hour < 1 hour 30 min
- > 1 hour 30 min < 2 hours > 2 hours

- 3.42** We are aware that we cannot transmit programmes sponsored by corporations
- Yes No

3.43 We know the list of bodies who provide sponsorship

S.No.	Sponsorship Provided by*	Details of the Grant and Reference No. Including Period of Grant	Time Duration of Sponsorship Provided
1			
2			
3			
4			
5			

*e.g. Disaster Management Authority; Department of Consumer Affairs; Department of Science and Technology.

- 3.44 We submit the Finance Utilisation Certificate to our sponsors
 Yes No
- 3.45 We utilise revenue generated from advertisements and sponsored programmes for
 Personal expenses Paying the staff
 CRS operations Infrastructure building
 Parental organisational expenditure
- 3.46 We use the surplus generated from the advertisement and sponsored programmes for
 Next Annual Plan Parent organisational expenditure
 Incentives for CRS staff Charity
 Others (Please specify): _____

Capacity Building for Fund Raising

- 3.47 We have a mechanism to build the capacity for fund raising activities

S.No.	Capacity Building Mechanism for Resource Pooling/Fund Raising	Details	Planned/Implemented
1			
2			
3			

- 3.48 We have trained personnel in our organisation who is deployed for writing proposals and raising funds
 Yes No
- 3.49 We have volunteers who come to help us in fund raising
 Yes No
- 3.50 We have specific staff hired for marketing and fund raising
 Yes No
- 3.51 Our programme staff are provided incentives for fund raising
 Yes No

Auditing

- 3.52 We have a system for auditing Financial Statements
 Yes No
- 3.53 We have a fully functional/dedicated Accounts Department
 Yes No It is part of financial account of our parent institution
- 3.54 We audit our Financial Statements using a Chartered Accountant
 Yes No
- 3.55 We audit our Financial Statements
 Monthly Quarterly Half-yearly Annually
- 3.56 We maintain records of audited financial statements at the CRS
 Yes No



IV. Infrastructure¹

This questionnaire must be filled in by community members who participate in CR Activities, Volunteers, Paid Staff, Station Manager and HOD

Make as many copies of the questionnaires as there are staff members. Ask each one of the staff members to complete the questionnaire. They should fill these questionnaires independently. After they have completed the questionnaire, it is suggested that the team can hold a meeting and discuss the results. This will also act as an important feedback tool, and people's perception of the infrastructure and needs. There is no right or wrong answer to any question.

4.1 Our CRS building is

- Built specifically for housing the CRS
- A ready-made space bought and renovated/remodeled
- Hired/rented/on lease
- Part of the parent organisation space (Campus, NGO, Institution, etc.)

4.2 Our CRS building is located in an area that is considered to be safe

- Yes No

4.3 The road to travel to our CRS is safe

- Yes No

4.4 The pathway to enter the CRS is safe at night

- Yes No

4.5 The road and the pathway to the CRS have enough street lights to guide the community members reach the CRS in the evening/night

- Yes No

4.6 The CRS building has good sanitation and drainage facilities

- Yes *(Please indicate satisfaction levels)*
 - ___ Not very good because we face maintenance problems
 - ___ It is good
 - ___ This is a priority and is very good
 - ___ It is excellent
- No

4.7 We have taken the following measures to protect the CRS members and visitors from hazards

S.No.	Hazards*	Protective Measure	Issues
1			
2			
3			
4			
5			

* e.g. Chemical; Nuclear

4.8 We have separate bathrooms for men and women

- Yes *(Please indicate satisfaction levels)*
 - ___ Not very good because we face maintenance problems
 - ___ It is good
 - ___ This is a priority and is very good
 - ___ It is excellent
- No

¹ Some of the CRS running on community resources and at very grassroots level have raised the need to undertake this as a SAT tool with community members, as this seems to indicate an "ideal" or "desirable" infrastructure, thus creating an aspiration or likely to demoralise them for their own situation. They have raised the issue of whether this should be part of SAT or not. The author has included the same as an optional tool, for those who would like to consider various aspects of infrastructure. This questionnaire, therefore, is added as an optional tool for those NGO/Civil society based CRS that are struggling with basic infrastructure/resources.

4.9 We have First Aid Kit at the CRS

- Yes *(Please indicate satisfaction levels)*
 ___ Not very good because we face maintenance problems ___ It is good
 ___ This is a priority and is very good ___ It is excellent
- No

4.10 We have a fire extinguisher at the CRS²

- Yes No

4.11 We have a provision to keep the footwear safely outside the CRS studio

- Yes No

4.12 We have proper ventilation facilities at the CRS studio

- Yes *(Please indicate satisfaction levels)*
 ___ Not very good because we face maintenance problems ___ It is good
 ___ This is a priority and is very good ___ It is excellent
- No

4.13 We have clean and airy rooms at the CRS

- Yes *(Please indicate satisfaction levels)*
 ___ Not very good because we face maintenance problems ___ It is good
 ___ This is a priority and is very good ___ It is excellent
- No

4.14 The toilets are kept clean in the CRS campus

- Yes *(Please indicate satisfaction levels)*
 ___ Not very good because we face maintenance problems ___ It is good
 ___ This is a priority and is very good ___ It is excellent
- No

4.15 We have sufficient water supply at the CRS

- Yes *(Please indicate satisfaction levels)*
 ___ Not very good because we face maintenance problems ___ It is good
 ___ This is a priority and is very good ___ It is excellent
- No

If no, we have done the following to address the issue

S.No.	Reason	Measure	Challenges
1			
2			
3			
4			
5			

4.16 There is proper garbage disposal facility at the CRS (Our office wastes are managed well)

- Yes No

4.17 We have a Canteen/Food facility in close proximity at the CRS to be accessed by CRS members and visitors

- Yes *(Please indicate satisfaction levels)*
 ___ Not very good because we face maintenance problems ___ It is good
 ___ This is a priority and is very good ___ It is excellent
- No

² Questions around the Fire Extinguisher may also include: have you received fire training, how many training drills in a year are done, what kind of fire extinguisher do you have, is it valid or needs refilling, etc.

4.18 We have proper travel facilities at the CRS

- Connected well by bus, public transport We have a dedicated vehicle
 We can hire a taxi/auto Our CRS staff lend their personal vehicles
 Others (Please specify): _____

4.19 We have a bulletin board that displays the following vital information to the CRS members and visitors:

S.No.	Item for Display on Bulletin Board	Displayed	Not displayed, why?
1	Name of the CRS		
2	Frequency of the CRS to tune into		
3	Logo of the CRS for identification		
4	Phone number of the CRS		
5	Wireless Operating License Copy		
6	Station Manager Name		
7	Station Manager Contact Details		
8	Programme Schedule/Timings		
9	Announcement of CRS Events		
10	Media Coverage on CRS		
11	Photos of CRS Activities		
12	Any Internal Announcements		
13	Any Interesting Feedback/Stories		
14	Ambulance Number		
15	Fire Engine Number		
16	CRS Protocols		
17	Email to Post Complaints		
18	Welcome Message		
19	Information on how to participate in CRS		
20	Best Programmer/Producer of Month		

4.20 We have a radio in the studio to monitor the programmes as received on it

- Yes No

4.21 Is the CRS location prone to extreme weather conditions?

- Yes No

If yes, how do we address the issues (Fill as necessary)

S.No.	Weather Issue*	Challenges	Protective Measure
1			
2			
3			
4			
5			

e.g. Signal Problem; Lightning; Flooding

4.22 We have good power supply in our CRS locality

- Yes *(Please indicate satisfaction levels)*
 ___ Not very good because we face maintenance problems ___ It is good
 ___ This is a priority and is very good ___ It is excellent
- No

If no, please enumerate the problems, challenges and measures taken to address the same in the table below

S.No.	Problem	Challenge	Measures
1			
2			
3			
4			
5			

4.23 We have insured the technical and non-technical equipment in the CRS

- Yes No I am not aware of this
 I do not know the renewal date and whether budgets are available for future or not

4.24 We have enough stationery for employees at the studio. We do not expect the employees to use their personal things (e.g. pens, pencils, CDs, pen drives, etc.)

- Yes No

4.25 We welcome and encourage visitors to CRS

- Yes
 No
 We have an open door policy for visitors/community members/researchers
 We maintain a register of all visitors and have a separate space like a waiting room

4.26 We have phone-in facility in the broadcasting studio

- Yes *(Please indicate satisfaction levels)*
 ___ Not very good because we face maintenance problems ___ It is good
 ___ This is a priority and is very good ___ It is excellent
- No

4.27 We have put up a 'Visible' banner outside the CRS for community members to easily identify it

- Yes No

4.28 We have put up sign boards in the locality to enable the community members to reach the CRS without much hassle

- Yes No

4.29 We have distributed/supplied enough pamphlets/posters/stickers to create visibility for the CRS among the target members

- Yes No
 Only on occasions/during/preceding workshops or activities

4.30 There is a display to inform the CRS members and visitors to keep their mobile phones in silent mode

- Yes No I am not sure

4.31 There is a display to prohibit smoking/drinking inside and outside the CRS

- Yes *(Please indicate satisfaction levels)*
 ___ Not very good because we face maintenance problems ___ It is good
 ___ This is a priority and is very good ___ It is excellent
- No



V. Financial Management and Budget Planning

Specific financial skills are required for community radio stations to undertake an extensive analysis of the financial needs and operational expenses management, including planning the station's long term sustainability. This capacity may be built slowly by CRS among the Management Committee members, who are drawn from the community.

This questionnaire must be filled in by the CR License Holder, Station Manager, and Management Committee Members (If you have a separate Budget Committee, only those members need to fill it in)

Make as many copies of the questionnaires as required. Ask each one to complete the questionnaire independently. After they have completed the questionnaire, it is suggested that this group hold a meeting and discuss the results. There is no right or wrong answer to any question.

Budget Committee Meetings

- 5.1 There is a dedicated team for holding meetings to plan budget
 Yes No
- 5.2 The budget planning team meets
 Every day Every week/Bi-monthly Every month
 Quarterly Half yearly Annually
 No fixed periodicity Others (Please specify): _____
- 5.3 The Minutes of the budget meetings of the CRS are maintained regularly
 Yes No

Investment Source

- 5.4 The source of funds invested for the operation of CRS is
 Capital provided by parent organisation Advertisement revenue
 Internal re-allocation Community membership fund
 Loan Others (Please specify): _____
- 5.5 The CRS also generates resources through specific marketing activities to generate interest among investors, supporters, advertisers (Tick as many as relevant)
 Membership fees
 Space sales/calls/records/follow up (Database of potential advertisers)
 Prepare promotional kit containing rate-card, address, contact details, etc.
 We have received training for marketing and sales activities and plan/have sales staff in CRS

Salary/Payment Plan¹

- 5.6 The salary/payment is based on the defined work and designations at the CRS

S.No.	Designation/Volunteer	Salary (in Rupees)	Frequency of Payment*
1			
2			
3			
4			
5			

* You can choose the frequency of payment of salary which could be one or more of the following: Per episode; Per hour of work; Per day; Per week; Per month; Other (Please specify): _____

¹ Salary Plan—CR Stations may break it up for paid staff and volunteers and include a separate component for parameters and appraisals, benefits, payment mode, etc.

- 5.7 The basis of defining the salary is (Tick as many as relevant)
- Per episode Minimum wages Covering transportation costs
- As per Government/AIR rates As per local realities Other (Please specify): _____
- 5.8 The payment is made based on the task breakdown
- Yes No
- 5.9 The mode of payment of salary is
- Cash Cheques Mix of these options
- 5.10 There is a history of payment pending for employees
- Yes No
- 5.11 The salary of the CRS employee is reviewed
- Monthly Quarterly Half yearly
- Annually Never

Benefits Plan

5.12 We have the following re-imbursement/benefits planned as part of the CRS Budget Plan

S.No.	Re-Imbursement/Benefit	Money Allocated	Frequency/Condition
1	Travel		
2	Health		
3	Food		
4	Accommodation		
5	Provident Fund		
6	Promotion without Salary Hike		
7	Certification/Trainings		
8	Bonus		
9	Gifts/Incentives for Performance		
10	Tax-Free		
11	Disability Income		
12	Vacation (Paid Leaves)		
13	Sick Leave		
14	Free Refreshments		
15	Free Stationery		
16	Day Care Facility for Children		
17	Maternity Leave		
18	Retirement Benefits		
19	Surplus/Bonus (Festivals) Sharing		
20	Others (Please specify)		

- 5.13 The benefits are planned based on
- Conventional systems Feedback from the employee Budget permitted
- No planning Others (Please specify): _____

Operating Costs

- 5.14 The Income and Expenses assessment is made by
- Station Manager Programme Producer
- Finance Manager Finance Assistant
- Others [Please specify (e.g. Host Institution takes care of the accounts)]: _____

- 5.15 The inferences from the Cost and Profitability Assessment are considered for the next budget planning
- Yes No

- 5.16 The frequency of preparing Income and Expenses assessment is
- Daily Weekly Monthly
- Quarterly Six monthly Annually
- The Cost and Profitability assessment is made every month

- 5.17 Cost and Profitability Assessment is done as follows

Income and Expenses Assessment²

	Planned Amount (in Rupees)	Actual Amount (in Rupees)	Reason
Income			
Capital Income			
Advertisement Income			
Loan			
Investment Income			
Interest Income			
Other Income			
Expenses			
Rent for the Studio			
Rent for the CRS			
Lease Payment			
Loan Payment			
Insurance Payment			
Income Tax			
Service Tax			
Property Tax			
Other Tax			

Contd...

² Also called Cost and Profitability Assessment: If the studio is on the parent organisation's premises... then rent, electricity, water, property tax, etc normally might not be accounted for in the Profitability statement...(In this case, it should be divided and taken into account separately). Please note that Profitability is accounting term, and does not refer to making profits, as all CRS will be managed by Not-for-Profit organisations.

	Planned Amount (in Rupees)	Actual Amount (in Rupees)	Reason
Repairs/ Maintenance			
Infrastructure			
Electricity			
Water and Sewer			
Natural Gas or Petrol/Diesel			
Telephone (Land Line, Cell)			
Salary			
Benefits			
Events/ Activities			
Incentives/Gifts			
Bonus			
Savings			
Emergency Funds			
Marketing			
Community Engagement			
Internal Meetings			
Gifts/Donations			
Volunteer Payment/ Gifts			
Refreshments			
Sanitation			
Travel			
Miscellaneous			
Entertainment			

VI. Policy Understanding

This questionnaire must be filled in by Station Manager, Management Committee Members, Paid Staff and Volunteers

Make as many copies of the questionnaires as are required. Ask each one to complete the questionnaire independently. After they have completed the questionnaire, it is suggested that the team can hold a meeting and discuss the results. This will also act as an important learning tool, and identifying the skill sets available within your team. Please refer to the Policy Guidelines of the Ministry of Information and Broadcasting, Government of India (www.mib.nic.in) for reviewing the Guidelines.

Basic Understanding

- 6.1 I understand the CR policy guidelines of Government of India
 Yes, I have read/been briefed about it No¹
- 6.2 I have understood the difference between AIR, Commercial FM Stations and Community Radio Stations (CRS)
 By reading the Policy Guidelines in India
 Through enquiry from other CRS
 Through the IGNOU course on CRS that I have attended
 By participating in CR awareness workshops in the past
 Through discussions with experts on Radio
- 6.3 I have tried learning about CRS in other countries through Internet
 Yes No
- 6.4 I can easily explain the difference between the Commercial FM Stations and Community Radio Stations to my community members
 Yes No
- 6.5 I have tried to communicate about various aspects of the CRS to my community members by choosing the following methods

S.No.	About CRS	Communication Efforts Undertaken	Number of Times Repeated
1	Difference between CRS, AIR and Commercial FM Stations		
2	Community Ownership		
3	Community Engagement		
4	Basic Principles		
5	Programme Planning		
6	Programme Production		
7	CRS Management		
8	Networking Opportunities		
9	Feedback Avenues		
10	Spectrum Usage		

¹ If answer is 'no', you need not answer this questionnaire at all. Answer the rest of the questions only if the answer is yes to the first question. However, reviewing the questionnaire in a collective meeting will help the participants of the SAT to learn about the aspects of Policy Understanding.

6.6 I faced the following challenges in communicating the concept of CRS in my community

S.No.	Communication Efforts Undertaken	Challenges	Solutions Identified
1			
2			
3			
4			

6.7 I have understood the potential of Community Radio and the possibilities of impacting the access to rights, livelihoods, voice and opportunities for education and other knowledge

Yes No

If yes, please add more ideas here (Tick as appropriate)

S.No.	Potential of CRS	In Action	Planned
1	Knowledge about various Government Schemes		
2	Whom to report when there is grievance with Government		
3	Provides a voice to air the concerns		
4	What educational courses are available		

Spectrum

6.8 I know and understand the following issues related to spectrum (Please tick as applicable)

Issues	Yes	No
Frequency Modulation Band and the FM radio wave range		
Spectrum reservations for Community Radio (specific frequencies in FM Band)		
Spectrum usage is invaluable to the Indian Government and running a CRS is of great responsibility in terms of its community engagement		
Why we pay Royalty fee and License fee for the Spectrum		
We, as a CRS, are doing justice to the reservations of frequency provided by the Government		

Basic Principles

6.9 The parent organisation of our CRS still continues to hold the not-for-profit status

Yes No
 I am not aware of the details of the parent organisation

6.10 We have specifically defined the local community to be served by our CRS

Yes No

If yes, specify details

S.No.	Community Factors (by)	Details (Please Describe Briefly)
1	Geography	
2	Population	
3	Age Groups	
4	Gender Groups (Male, Female, Transgender, LGBT)	

Contd...

S.No.	Community Factors (by)	Details (Please Describe Briefly)
5	Culture	
6	Education Levels	
7	Language(s)	
8	Religion(s)	

6.11 Our CRS has ownership and management structure that is reflective of the community it seeks to serve
 Yes No Cannot say

6.12 We have identified issues pertaining to our specific well defined Community (Put date and period of consultation, e.g, this month or this quarter) date _____
 Yes No

S.No.	Community Issues Identified	How did you identify?
1		
2		
3		
4		

6.13 We have identified methods of addressing these issues using Community Radio

S.No.	Methods of Addressing the Issues in Our Community	How did you identify?
1		
2		
3		
4		

6.14 We make sure that the programmes broadcast in our CRS are relevant to the educational, developmental, cultural and social needs of the community we serve. Write details below

S.No.	Programmes Broadcast	Needs (Social, Developmental, Cultural or Educational)	Relevance
1			
2			
3			
4			
5			

6.15 Our parent organisation continues to be a legal entity, as per the CR policy requirement
 Yes No

Grant of Permission Agreement (GOPA)

6.16 We are aware that

S.No.	GOPA Conditions	Yes	No
1	Grant of Permission Agreement (GOPA) has to be renewed every 5 years		
2	As a permission holder, we cannot apply for the license for another CRS		
3	If we shut down broadcasting for more than 3 months after the commencement of operation, our GOPA would be cancelled		
4	We don't have to pay any fee for signing the GOPA		
5	We have to renew the Bank Guarantee at the time of GOPA renewal		
6	We our GOPA is cancelled, we cannot apply directly or indirectly for a fresh permission in future for a period of five years		
7	If we are penalised for violating Content Regulation and Monitoring rules, we have to continue to discharge our obligations under the GOPA during the suspension period also		
8	Beyond the GOPA, the Government shall have the power to direct the permission holder to broadcast any special message during natural emergency, or of public interest or natural disaster and the like, and we should comply		

Content Regulation & Monitoring

6.17 Our programmes are of immediate relevance to our community

Yes No

6.18 Our programming reflects the special interests and needs of the local community

Yes No

S.No.	Special Interest & Needs of the Community	How did you identify & address?
1		
2		
3		
4		

6.19 What percentage of programme is generated with the participation of the local community

Less than 50 percent About 50 percent
 More than 50 percent 100 percent

6.20 Our programmes are in the local language and dialect

S.No.	Local Language/Dialect	No. of Programmes	Own/Acquired
1			
2			
3			
4			

6.21 We are aware of the provisions of the Programme and Advertising Code as prescribed for All India Radio

Yes No

6.22 We preserve all the programmes broadcast by the CRS for 3 months from the date of broadcast

Yes No

6.23 Do you broadcast any programmes related to news and current affairs

Yes, we do

No, we do not

6.24 Our programmes do not create or grow hatred against a person/group based on

S.No.	Factor	Yes	No
1	Ethnicity		
2	Nationality		
3	Race		
4	Gender		
5	Sexual Preference		
6	Religion		
7	Age		
8	Physical/Mental Disability		

6.25 We are aware of the rules related to content regulation and monitoring

S.No.	Content Regulation and Monitoring	Yes	No
1	If we violate the conditions listed under Content Regulation and Monitoring, the Government may <i>suo moto</i> take cognizance of the same and initiate action		
2	If someone complains about us, the Government will place the matter before the Inter-ministerial Committees on Programme and Advertising Codes for recommending appropriate penalties		

6.26 We are aware of the penalties related to violations of rules

S.No.	Penalty	Yes	No
1	In case of first violation, temporary suspension of GOPA for 1 month		
2	In case of second violation and its gravity, temporary suspension of GOPA upto 3 months		
3	In case of any more violation, the GOPA will be cancelled		
4	The permission holder and other principal members are liable for all actions under IPC, CrPC and other laws		
5	If our permission is cancelled, we cannot apply for license for the next 5 years directly or indirectly		

6.27 We are aware of the Indian Telegraphy Act, 1885

Yes

No

6.28 We are aware of the Indian Wireless Telegraphy Act, 1933

Yes

No

6.29 We are aware that in the Policy Guidelines of Government of India, there is a statement "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."

Yes

No

6.30 We have created an archive of all the programmes broadcast by our CRS

Yes

No



VII. Content Review

One week gap between two different sittings for sections under review may be given so as to ensure that the respondents do not face fatigue. It is recommended that the SAT be done in this manner to all the questionnaires the first time, and the second time onwards, it should be done for those sections that are relevant for improvement as the organisation/CRS deems necessary. There should be full freedom to decide on the periodicity of review also.

This questionnaire must be filled in by all staff of the CR Station and the members of the Programme Committee and/or Management Committee (If these are two sub-committees)

Make as many copies of the questionnaires as there are staff members and Programme Committee/Management Committee Members. Ask each one of the members to complete the questionnaire. They should fill these questionnaires independently. After they have completed the questionnaire, it is suggested that a large team meeting be held to discuss the results. This will also act as an important learning tool, and identifying the skill sets available within your team. The idea of this review is to increase engagement of all staff members and committee members in planning and building greater creativity.

The aim of this section is to primarily review the policy compliance, and regularly review content broadcast and debate, deliberate and improve the collective understanding of content, keeping in mind the cultural, legal and social diversities that exist.

Programme Broadcast

7.1 We broadcast the following types of programmes for the following duration

S.No.	Programme	Live/Pre-recorded	Duration
1			
2			
3			
4			
5			

7.2 The following are our broadcast timings

S.No.	Original Broadcast Timing	Repeat Broadcast Timing
1		
2		
3		

7.3 The following are the steps taken towards increasing the broadcast duration to 24 hours (Targeting to reach at least 12 hours original programming and 12 hours repeat)

S.No.	Steps Taken	Success/Challenges
1		
2		
3		

7.4 We broadcast acquired programmes

S.No.	Name of the Programme/Series	Acquired From	Paid/Unpaid
1			
2			
3			
4			
5			

7.5 The following is the composition of our programming

S.No.	Programme	Percentage	Reason
1	Cultural		
2	Educational		
3	Social		
4	Developmental		
5	Others		

Content Review

7.6 We thoroughly research the contents that are broadcast on our CRS

Yes No

S.No.	Programme	Mode of Research	Credibility*
1			
2			
3			
4			
5			
6			

* e.g. Sourced from a peer reviewed journal; Stated by a subject expert; From a Government source.

7.7 We have a trained research team who review the contents that are broadcast on our CRS

Yes No

7.8 We identified select individuals from the community who were interested and volunteered to work in the content research and review

Yes No

7.9 We always approve the programmes before broadcast

Yes No

If yes, who approves? (Please skip the table below if your answer is no)

S.No.	Programme/Script	Approved by Self/Station Manager/Expert
1		
2		
3		
4		

- 7.10 We train editors on how to approve the programmes/scripts while editing
 Yes No
- 7.11 We take programmes from other CRS and adapt them to suit our local community
 Yes No
- 7.12 The acquired programmes are also reviewed by our Programme Advisory Committee/Station Manager before being broadcast
 Yes No

Community Engagement

- 7.13 We make use of local talent for

S.No.	Activity	Number of Talents	Paid/Unpaid
1	Programme Content Generation		
2	Programme Production		
3	Programme Editing		
4	Programme Planning		
5	Listenership Development		
6	Fund Raising		
7	Expert Identification		
8	Talent Hunting		
9	Networking with Schools		
10	Networking with Colleges		
11	Networking with Hospitals		
12	Networking with NGOs		
13	Networking with Media		
14	Networking with Other CRS		
15	Others (Add your own to the list)		

- 7.14 We make use of external talents (Yes/No)

If yes, for what purpose? (Please skip the table below if your answer is no)

S.No.	Activity	Number of Talents	Yes	No
1	Programme Content Generation			
2	Programme Production			
3	Programme Editing			
4	Programme Planning			
5	Listenership Development			
6	Fund Raising			
7	Expert Identification			
8	Talent Hunting			

Contd...

S.No.	Activity	Number of Talents	Yes	No
9	Networking with Schools			
10	Networking with Colleges			
11	Networking with Hospitals			
12	Networking with NGOs			
13	Networking with Media			
14	Networking with Other CRS			

7.15 We make use of CRS staff for various activities other than content development or anchoring (Yes/No). If yes, for what purpose? (Please skip the table below if your answer is no)

S.No.	Activity	Number of Staff	Full Time/Part Time
1	Programme Content Generation		
2	Programme Production		
3	Programme Editing		
4	Programme Planning		
5	Listenership Development		
6	Fund Raising		
7	Expert Identification		
8	Talent Hunting		
9	Networking with Schools		
10	Networking with Colleges		
11	Networking with Hospitals		
12	Networking with NGOs		
13	Networking with Media		
14	Networking with Other CRS		

Community Engagement in Programme Content Planning

7.16 We share the following through website/bulletin boards/notice boards for review

- | | | | | |
|---------------------------------|--------------------------|-----|--------------------------|----|
| Annual Programme Planning | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Monthly Programme Chart | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Programme Timings | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Repeat Broadcast Timings | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Recording Slot Date and Timings | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Field Visit Date and Timings | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Field Activity Date and Timings | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Registration Hours | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |

Community Engagement in Programme Content Production

7.17 We have phone-in programmes to ensure Community Engagement but are aired after recording as the community is sensitive to the comments made

Yes No

7.18 We have taken the following initiatives to create interactive programmes to sustain community engagement

S.No.	Initiatives for Interactive Programmes	Number of Programmes	Succeeded/Failed
1	Phone-in Programmes		
2	Community Visits Studio		
3	Field Recorded Programmes		
4	Coverage on Field Activities		
5	Door-to-Door Campaign		
6	Workshops		
7	Casual Meetings		
8	Hop On and Off Travel Facilities		
9	Record at Home and Share it Online		
10	Partnerships with Schools, Colleges, etc.		

Community Engagement in Programme Content Review

7.19 We encourage the community members to self-review the content

Yes No

7.20 We build the strength of community members to do self-review of the content

Yes No

7.21 We collect feedback from listeners through (Please tick as applicable)

Letters Emails
 Phone Message
 Direct Others (Please specify): _____

7.22 Based on the feedback from listeners, we review the content of future programmes

Yes No

7.23 We establish group of community members who are trained to improve on the quality of content to suit their listenership

Yes No

7.24 Our listeners call us/visit us/participate in public meetings organised by CRS for (Tick as applicable)

Providing ideas Providing inputs
 Giving feedback

7.25 If the review team identifies and suggests any major changes, we call for a Management Committee meeting immediately and attend to the issue

Yes No

7.26 Our programmes are reviewed based on the following review criteria

S.No.	Review Criteria	Reviewer	Paid/Unpaid
1	Copyright Clearance		
2	CR Policy Guidelines		
3	AIR Code of Ethics		
4	Advertising Code of Ethics		
5	Ethical Practice Guidelines of CCFC		
6	Community Relevance		
7	Community Interests		
8	Avoiding Plagiarism		
9	Quality Improvement		
10	Technical Clarity of Sound		
11	Aesthetic Value/Appeal to the Community		
12	Encourage/Motivate Further Community Participation		
13	Identify Potential Talents to be Trained		
14	Adhere to Management Decisions		
15	Favoritism/Nepotism		

Baseline Study

(While there is no compulsion to conduct a baseline study, it is important for CRS own understanding and tracking to do a systematic baseline study. This may be also requested by certain donors from whom CRS is seeking funds)

7.27 We have done baseline study to plan our CRS programming

Yes, in the year _____ No

7.28 We have made the following programme planning based on the results of our baseline study

S.No.	Baseline Study Finding	Programme Planned	Feedback
1			
2			
3			
4			
5			

7.29 We do a pre-test and post-test to review the effectiveness of plan based on the baseline study

Yes No

7.30 Our baseline study comprises listener survey

Yes No

7.31 We revise the annual/monthly programme plan based on the results of listener preference

Yes No

- 7.32 The time duration between the pre-test and post-test in our study is (Tick one)
- 3 months 6 months 9 months
- 1 year Others (Please specify): _____

Archives/Bank for Content Review

- 7.33 We archive/bank the programmes on (Select as many Applicable)
- CD/DVD Computer Online/Server
- Hard drives Others (Please specify): _____

- 7.34 We archive/bank programmes for a duration of
- Last 3 months Last 6 months Last 1 year
- All the programmes broadcast so far
- Others (Please specify): _____

- 7.35 Mostly, we store the archives/programme bank
- At the CRS At the parent organisation
- Others (Please specify): _____

- 7.36 We stream and store the contents online on the Internet (Tick as many applicable)
- Yes No
- I am interested, how to do it? I am interested and know how to do it. How to raise funds for it?
- Not interested

- 7.37 In our CRS, the following persons have access to the archives (Tick as many applicable)
- Station Manager CRS Staff Parent Organisation Members
- Inspecting Official All Community members Others (Please specify): _____

- 7.38 In our CRS, to know who all want to use archives, access is allowed after:
- We register the request made to Station Manager
- Archives are password protected and kept safe for re-use
- We have the archives on the Internet and users must fill in on-line registration form
- We share all content on Creative Commons share alike license and is not restricted, and so cannot really know who all are using our archives

- 7.39 We have a programme bank and prepare a schedule
- A week in advance A month in advance 2 months in advance
- 3 months in advance Others (Please specify): _____

- 7.40 We have arranged the archives as per
- Alphabetical order Date
- Category/Theme Others (Please specify): _____

- 7.41 We regularly ensure that our programmes do not

S.No.	Programme Content	Tick as Applicable
1	Offend Good Taste or Decency	
2	Criticize Friendly Countries	
3	Attack Religions	
4	Attack Communities	
5	Promote Communal Disharmony	
6	Contain Anything Obscene	

Contd...

S.No.	Programme Content	Tick as Applicable
7	Contain Anything Defamatory	
8	Contain Deliberate False or Half-Truth Information	
9	Encourage or Incite Violence	
10	Contain Anything against Maintenance of Law and Order	
11	Promote Anti-National Attitudes	
12	Contain Any Words Contemptuous of Any Religious Group	
13	Contain Anything Amounting to Contempt of Court	
14	Affect the Integrity of the Nation	
15	Contain Aspersions against the President/Vice-President or Judiciary	
16	Criticize or Slander Any Person/Group/Social Segment/Public and Moral Life of the Country	
17	Encourage Superstitious/Blind Beliefs	
18	Denigrate Women	
19	Denigrate Children	
20	Depict Usage of Alcohol/Narcotics/Tobacco as Desirable	
21	Exploit Religious Susceptibilities	
22	Offend the Religious Views and Beliefs of any Religion or Religious Denominations	

7.42 We archive the following items

S.No.	Item	Tick as Applicable	With CRS/Parent Organisation/ Others (Please Specify)
1	Edited Programme		
2	Programme Script		
3	Cue Sheet		
4	Log Sheet		
5	Fixed Point Chart		
6	Expert Log Sheet		
7	Review Documents		
8	Minutes of the Meetings		
9	Programme Plans		
10	Feedback Postcards		
11	Feedback Call Log		
12	Feedback Email		

Contd...

S.No.	Item	Tick as Applicable	With CRS/Parent Organisation/ Others (Please Specify)
13	Feedback Voices Recorded		
14	Unedited Programmes		
15	Unapproved Programmes		
16	Audience Poll document		
17	Baseline Study Questionnaire Answered		
18	Baseline Study Research Analysis		
19	Plan based on Baseline Study		
20	Database of Schools		
21	Database of Colleges		
22	Database of NGOs		
23	Database of Hospitals		
24	Database of Other CRS		
25	Database of Volunteers		
26	Database of Local Talents		
27	Database of Internal Experts		
28	Database of External Experts		
29	Photographs of CRS Activities		
30	Media Coverage on CRS		
31	Feedback Survey Documents		
32	Content with Copy Rights		
33	Censored Contents		



VIII. Appraisal and Evaluation

The questionnaire should be filled in preferably by Station Manager or Director. Since self-assessment is encouraged, discussions on the appraisals are also encouraged. In a CRS with staff of different designations, the questionnaire should be filled in also by Paid Staff of Community Radio Station.

Where the engagement of the parent organisation is very active it is desirable to make as many copies of the questionnaires as there are staff members plus two additional copies for license holder, and/or HOD. Ask each one of the members to complete the questionnaire. They should fill these questionnaires independently. This is an important feedback, compliance tracking and learning tool. There is no right or wrong answer to any question.

Reporting Mechanism

- 8.1 We have mandatory reporting mechanisms in our CRS
 Yes No
- 8.2 We mandatorily submit the CRS activities list for the annual report to our parent organisation
 Yes No
- 8.3 We mandatorily submit the annual report along with Audited Financial Reports of the CRS to Ministry of Information & Broadcasting
 Yes No I am not sure
- 8.4 We have a standard hierarchy at the CRS and the CRS staff are aware of it (Tick as many applicable)
 Yes No It is rigid It is flexible
- 8.5 The CRS staff has to report on a daily basis to the Station Manager
 Yes No
- 8.6 The CRS staff do not have their job profile, but must report on what is requested to them on a daily basis
 Yes No
- 8.7 We have reporting mechanism to our community
 Yes No

HR Policy

- 8.8 We have a clearly defined HR policy
 Yes No
- 8.9 According to our HR policy, we recruit the CRS staff on the basis of (Tick as many applicable)
 Relevant qualification Interest Performance during in-house training
 Recommendation IQ Common sense
 Creativity Sincerity Good looks
 Nominations from community Others (Please specify): _____
- 8.10 According to our HR Policy, our CRS staff should have a minimum qualification of
 Illiterate is also encouraged Class VIII Class X
 Class XII Graduate Post-Graduate
- 8.11 According to our HR Policy, our CRS staff should have a minimum experience of
 0 years 1 year 2 years
 3 years More than 3 years
- 8.12 Once a staff member is appointed, we give the following details to them (Tick as many applicable)
 Call letter Salary details Job description
 Code of Conduct Area of work CR Policy Guidelines
 AIR Code of Ethics Ethical Practice Guidelines
 Advertising Code of Ethics HR Policy document

8.13 We have the following well-defined job descriptions (Please tick only the most relevant ones and fill in the job description. You may add more to the list or leave blank lines)

S.No.	Job	Job Description
1	Station Manager	
2	Programme Producer	
3	Editor	
4	Research and Review Team–Head	
5	Research and Review Team–Staff	
6	Volunteer Manager	
7	Field Visits Manager	
8	Field Activities Manager	
9	Fund Raiser/Resource Pooling	
10	Associate	
11	Community Mobilisation Officer	
12	Admin Head	
13	Admin Assistant	
14	Finance Head	
15	Finance Assistant	
16	Travel Coordinator	
17	Listener Surveyor	
18	Marketing Head	

Contd...

S.No.	Job	Job Description
19	Marketing Staff	
20	Programme Assistants	
21	Technical Head	
22	Technical Assistants	
23	Technical Coordinator	
24	Electrician	
25	HR Manager	
26	Policy Administrator	
27	Studio Manager	
28	Studio Assistants	
29	Mobile Studio Manager	
30	Announcer	
31	Radio Jockey	
32	Driver	
33	Canteen Head	

Growth Opportunities

8.14 We have the following growth opportunities for our CRS Staff

S.No.	Item	Yes	No	With CRS/Parent Organisation/ Others (Please Specify)
1	% Salary Hike after Every 6 Months			
2	% Salary Hike Annually			
3	Growth in Designation			
4	Additional Responsibilities			
5	Training and Certification			
6	Recognition and Awards (Please Specify)			
7	National Exchange Programmes			
8	International Exchange Programmes			
9	Appreciation Certificates			
10	Employee Benefits			
11	Hierarchical Growth			
12	Support for Higher Studies			
13	Networking Opportunities			
14	Others (Please Specify)			
15	Exposure to Workshops & Conferences			
16	Health Scheme			

Attrition Rate (No. of Employees Who Resign and Leave the CR Station)

8.15 We have the following attrition rate in our CRS

_____ Employees have quit the job within the last 6 months

8.16 We have the following exit procedure

- The employees are recruited on a contract basis and they have to terminate the contract before quitting the job
- The employee is expected to give notice for a certain period before they quit
- The employee is required give complete knowledge transfer before quitting
- The employee has to go through exit interview before quitting

8.17 Whenever an employee quits, we try to understand the reason and try to make a way for reducing attrition rate as part of management/HR policy

S.No.	Employee	Reason for Quitting	Change in the Management/HR Policy
1			
2			
3			
4			
5			

8.18 We have difficulty in retaining women staff

- Yes No

8.19 We have difficulty in retaining volunteers

- Yes No

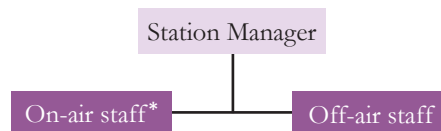
IX. Grievance Redressal Mechanism

This questionnaire must be filled in by all CR staff members (including paid and unpaid volunteers) and CR Station Manager¹

Make as many copies of the questionnaires as there are total number of staff members and volunteers (paid or unpaid). Ask each member to complete the questionnaire. They should fill these questionnaires independently. After they have completed the questionnaire, it is suggested that the team can hold a meeting and discuss the results. This will also act as an important learning tool and identifying management gaps and consider ideas of remedial action. There is no right or wrong answers to any question.

9.1 In our CRS, we have the following mechanism to ensure timely broadcast of programmes

Example:



*The respective on-air staff will execute the timely broadcast of programmes. The timely scheduling of on-air staff is the responsibility of the Station Manager

Yes No

9.2 In case of work profile related grievances, the CRS staff are encouraged to contact and talk to (Tick as many applicable)

Station Manager HR Manager Fellow Staff Members
 Parent Organisation Others (Please specify): _____

9.3 We have a complaint box stationed at the CRS to encourage employees to post complaints anonymously (To avoid other problems)

Yes No

9.4 We have a provision where the employee sends a confidential message to a dedicated grievance redressal officer

Yes No

9.5 The employee sends a confidential message to a dedicated grievance redressal officer through

Phone In person Letter
 Email Facebook Others (Please specify): _____

9.6 We ensure complete confidentiality while dealing with employee's complaint

Yes No

9.7 We take great care not to belittle any concern of employee

Yes No

9.8 Our Station Manager consults the CRS staff before scheduling their work tasks

Yes No

9.9 We have a mechanism to deal with the complaints from employees

S.No.	Complaints from Employees	Who addresses it?	How is it addressed?
1	I am paid too little for the work I do		
2	I am made to work over time		
3	I get no incentives or bonus		
4	I am expected to do others' work		

Contd...

¹ There are different learning styles including audio and visual techniques as well as peer-learning by sharing the learning. It is a good idea for CRS to develop their own Code of Conduct, and consider forming Committees like Sexual Harassment Committee to ensure that there are operational mechanisms evolved. What are the specific threats faced by staff? To this the field testing has shown that overload, and often no salaries have resulted in lot of frustration and grievance, with no specific redressal mechanism. Another suggestion has been the need to prepare, a participatory, Do's and Don'ts list for each CRS which can be reviewed annually.

S.No.	Complaints from Employees	Who addresses it?	How is it addressed?
5	I am over qualified for the work I do		
6	I have no health benefits		
7	I am not happy with re-imbursement policy		
8	I am not happy with my appraisal		
9	I feel there is favoritism around me		
10	I feel there is gender bias		
11	I feel there is age bias		
12	My workload is heavy		
13	My work pressure is too much		
14	My workspace is not clean		
15	As a woman, I don't feel safe		
16	I am not happy with technical maintenance		
17	I don't get enough paid leaves		
18	I am going through a cultural shock		
19	I am not happy with the imposed dress code		
20	I am not happy with the canteen food		
21	I am abused by my superiors at times		
22	I feel disrespected by my fellow staff		
23	I am not happy with the washroom facility		
24	I am physically harassed		
25	I am worried by theft at workplace		
26	I am discriminated for my disability		
27	I am discriminated for my caste		
28	I am discriminated because I am a migrant		
29	I am afraid of the violence around CRS		
30	I am offended by the gossips about me		

9.10 We have personality type identification mechanism to handle the core-staff operations smoothly

S.No.	Personality Problems of Employees	Who addresses it?	How is it addressed?
1	De-Motivated Employee		
2	Over-Ambitious Employee		
3	Non-Punctual Employee		
4	Gossiping Employee		
5	Depressed Employee		
6	Lazy Employee		
7	Irregular Employee		
8	Unhygienic Employee		
9	Ill-Mannered Employee		
10	Bad-Tempered Employee		
11	Bad Team Player		
12	Employee with Poor Communication		
13	Employee with Inferiority Complex		
14	Flirtatious Employee		
15	Misbehaving Employee		
16	Harassing Employee		
17	Manipulating Employee		
18	Stealing Employee		
19	Biased Employee		

X. Licensing/Renewal

The licensing and renewal processes are mainly vested with the organisation, viz, University, Trust, Society, etc. There is one authorised person in whose name the records exist with MIB and WPC. The Station Manager is encouraged to keep a copy of these licenses mounted and placed on the walls of the CRS. This will be a good reminder for timely renewal. Other team members may be encouraged to talk about the stages of licensing and keep track of latest developments by visiting the websites of both ministries regularly. This capacity may be built slowly by CRS among the community members of Management Committee. This questionnaire must be filled in by the CR License Holder, Station Manager, and Management Committee Members

Make as many copies of the questionnaires as required. Ask each one to complete the questionnaire independently. After they have completed the questionnaire, it is suggested that this group hold a meeting and discuss the results. There is no right or wrong answer to any question.

Wireless Operating License Fee–General Facts

10.1 We know the following details about Wireless Operating License fee

S.No.	General Facts about WOL	I know	I don't know	Answer
1	I know what is <i>Spectrum fee</i> or the <i>Wireless Operating License fee</i>			
2	I know who issues the <i>Wireless Operating License (WOL)</i>			
3	I know that spectrum fee = " <i>Royalty fee + License fee</i> "			
4	I know that the DD should be drawn in favour of " <i>Pay and Accounts Officer, Department of Telecommunication, New Delhi</i> "			
5	I know that the DD should be " <i>Payable at New Delhi</i> "			
6	I know that the DD should be drawn from " <i>any nationalised bank only</i> "			
7	I know that " <i>State Bank of India</i> " is only a recommended bank			
8	I know that there is should be enough care taken towards typing the details on the DD			
9	I know that the DD should be sent to the following address: ¹ " <i>The Assistant Wireless Advisor, WPC Wing, Department of Telecommunication, Ministry of Communication and IT, Sanchar Bhavan, 20, Ashoka Road, New Delhi – 110001</i> "			
10	I know that it is mandatory to apply for WOL/renewal online on http://www.npc.dot.gov.in			

Wireless Operating License – Process Discipline

10.2 Respond to the following statement as applicable

S.No.	Statements	Yes	No
1	We have a copy of Wireless Operating License (WOL) at the CRS		
2	We have displayed the WOL on the display board on the CRS		
3	We know that it is illegal to operate the CRS without a valid WOL		
4	We know the date of validity period of our existing WOL		
5	We know the date of renewal of our WOL		

Late Payment of Wireless Operating License Fee

10.3 We are aware of the following order issued by the Department of Telecommunication, Government of India: *Order No. R-11014/28/2004-LR dated 23rd March 2005 with the subject: Payment of License fee for the grant of Wireless Telegraph Station license, fees for surcharge for late renewal of licenses etc.*

Yes

No

¹ Please do check the website www.npc.dot.gov.in at the relevant time to ensure that the address and addressee are correct.

10.4 We know that the late payment of WOL fee incurs penalty

- Yes No

10.5 We know that the late payment of WOL fee is at the rate of 2% per month

- Yes No

10.6 We have paid late payment surcharges for WOL fee

- Yes No

If yes, the reason for delay in payment of WOL fee is

- Lack of financial sustainability
 Forgot the date of renewal
 We were not aware of the renewal process until we received a letter from WPC
 We were waiting for the letter from WPC which we never received because of postal issue
 We thought renewal of WOL fee is optional
 Waiting for the deadline to courier the Demand Draft
 Others (Please specify): _____

10.7 We are aware of the following facts about late payment of WOL fee

S.No.	General Facts about Late Payment of WOL	I know	I don't know
1	Surcharge/late fee for delayed renewal of various licenses @ 2% (of the total fee payable i.e. license fee plus royalty charges) per month or part thereof, subject to a minimum of ₹ 250/- per license. In case of delay of more than one year, the late fee would be compounded annually		
2	These orders shall come into force from 1 st April 2005. However, in cases where the licenses had already been issued/renewed for a period falling beyond 31 st March 2005, it shall be effective from the date of their next renewal		
3	The revised rates have been fixed with the concurrence of the Wireless Finance Division vide their U.O. No. 143/D (F-WPF) 05 dated 23 rd March 2005		

Duplicate Copy of Wireless Operating License

10.8 We know the fee for issuance of duplicate copy of License/Schedules/Renewal Certificate is

S.No.	Type of License	Revised fee Rupees Per Annum ²
1	Duplicate copy of License and/or License Schedule	500
2	Duplicate copy of Renewal Certificate	250

- Yes No

Wireless Operating License – Online Process

10.9 Our CRS was commissioned based on 2003 version of CR Policy hence we did not apply online

- Yes No

10.10 Our CRS was commissioned based on 2003 version of CR Policy and we received a letter from WPC asking us to apply online

- Yes No

10.11 We have applied for WOL online at www.npc.dot.gov.in

- Yes No

10.12 We had to renew the WOL online at www.npc.dot.gov.in

- Yes No

10.13 We know how to apply for WOL/renewal online at www.npc.dot.gov.in

- Yes No

² These rates were valid when the copy went to press. Users are advised to check the website for the most current rates, as these are subject to periodic review and revision.

Notes



Commonwealth Educational Media Centre for Asia
13/14 Sarv Priya Vihar, New Delhi-110016 India
Tel: +91-11-26537146, 26537148
Fax: +91-11-26537147
Web: www.cemca.org.in

