

The African Community Radio Manager's Handbook

A Guide To Sustainable Radio

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"THE BIGGEST CHALLENGE WE HAVE IS TO CHANGE OUR SOCIETY."

Tiemoko Kone
Director
Radio TABALE

"I FEEL I HAVE COMPLETED MY MISSION HERE BECAUSE WITH OR WITHOUT ME
RADIO BAMAKAN WILL SURVIVE."

Modibo Diallo
Station Manager
Radio BAMAKAN

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Introduction

What Is This Workbook About

Across Africa, more and more people are becoming excited about this thing called community radio. The problem has always been trying to explain it, in a way that makes sense to people wherever they live. This workbook is meant to describe the process of community radio as precisely and simply as possible. It does this so that you can understand better how to make the process work for you and your station.

Many people can tell community radio operators what they need to do but not exactly how they should do it. In this workbook, no one will tell you what to do. But we will talk about how things happen in a community radio station. And we will use examples, so that you understand. Then you can see what you need to do to get what you want for your station.

Instead of telling you what to do at your station, this workbook will give you guidelines about the things you should be thinking about and how you should be thinking about them. We will talk about the relationships you will have with the people you are working with and give ideas about how to make these relationships work for the station.

The workbook is meant for the station's management but it can – and should - be read by other people involved in the station as well.

It can be difficult to run a radio station for the same reason that it can be so exciting - anyone should be able to do it. All you need is to believe in your community. You do not even need to know very much about radio production to manage a community radio station. You will see that putting programmes on air is only a part of what community radio is about. Other skills which are more important and which you will find in this workbook are:

- How to get the Government to support you.
- How to identify what you want to do for the community, then doing that in your radio station
- What is a volunteer
- How to work with volunteers
- How to get the community involved and how to keep them involved
- How to market the station
- What is an audience survey
- How to make money for your station
- How to keep your station independent
- How to manage conflict
- How to manage change
- How to help a community radio station to grow
- How to make a training plan for the station
- How to solve common problems you may face

This may seem like a lot to learn, and as some of you already know, a community radio station is a lot of work. However, if you really want to develop your station, it is worth it. And this workbook will help to make sure that all the work that you are doing makes a difference.

We want to be sure that the station continues to make a difference, and as one station manager says, "My work here is done because now I know the station can go on without me." What more success could you ask for as a station manager?

What Sustainability Means

When something is sustainable, it means it will work for a very long time. But sometimes we set up stations in a way that means they may not work for a long time. And as a station manager, you make decisions every day that could affect the sustainability of the station.

All of the ideas in this workbook are meant to help you build a community station that will last.

Sustainability is the ability to get and manage the resources which allow you to fulfil your mission over time. This means you must:

- Understand your environment, and take advantage of it
- Be a strong leader and manager
- Attract and keep support
- Make the biggest possible impact in the community through your services
- Show and communicate this impact to get more resources
- Get community support and involvement

This list suggests that sustainability in community radio is about two fundamental things:

- Getting and managing the resources to stay on air
- Continuing to deliver on the values you set down in your mission statement

Without either of these you are no longer the community radio station you wanted to be. Maybe you are no longer the radio station that the community wanted you to be. This means the station that you started with did not last.

One thing that you need to know now is that to be sustainable, you need commitment.

How to Use The Workbook

We want to help you make your station work. But we know that you have a lot to do, and we cannot help you if you need to take three weeks out of work to read this workbook. You need to see results almost immediately. The book is set up to help you do this in three ways.

One – There are exercises that you can do as you read through the workbook. These exercises are supposed to help you think about your situation. In this way, you begin to see how you can apply what you are reading to your station.

Two – The chapters each deal with a different area of the radio station. This means that you can go directly to the chapter that deals with a problem you are having at your station. However, we would also strongly recommend that whatever your problem is, you also read Chapter 2, 'The Keys To Sustainability'.

Three – There is a list of terms and topics at the end of the workbook. This list is called an Index. Beside each topic is the number of the page where you can find that topic in the workbook. This is very useful if you want to find help with a very particular problem immediately.

Chapter One

What Makes Community Radio Special

What is Community Radio?

There are three different kinds of radio stations:

Public radio

This is radio that is owned and operated by the government. Its main purpose is normally to serve the general public in the way that the government thinks is best.

Private radio

This is radio that is owned and operated by individuals or companies. The main purpose of this sort of station is to make money.

Community radio

This is radio that is owned and operated by a community or members of a community. The main purpose of this sort of station is to develop the community.

Something to Think About

First of all, think about what you understand a community radio station to be. How would you explain it to a family member?

And if they asked you what was the big difference between this station and any other commercial station or government station, what would you say?

If you are about to set up a station, this exercise will help you to understand for yourself what you expect from the station. It will also be good practise for selling the idea of the station to other people. If you are already operating a station, the exercise will remind you what you are supposed to be doing. Is there a difference between what you want to do and what you are doing? Why is that?

What makes them different?

Around the world, there is one thing that distinguishes community radio from other forms of radio. The operators of community radio stations are more interested in participatory social development than they are in making money.

Participatory means that everybody has a chance to help.

Social development is about improving the quality of life in your community.

This means that all community radios across Africa believe in the same thing – that their communities can improve the quality of their lives. But different communities improve their lives in different ways. What is important is that you, as a community radio operator, believe that your community can be improved.

Often what community radio operators do is identify what they think are the biggest needs of the community.

For instance,

Radio Bamakan is a community radio station in Bamako, Mali. In 1991, a group of people were upset when the government-operated station would not announce that the local hospital needed blood donors to help people who had been hurt in rioting. They felt that the best way to develop their community would be to set up a station

that was not part of any political party. So they formed an association, and the most important thing about their association was that nobody could be an officer from any political party. It was very important that the association be 'non-political'.

This is a very good example of people who use a radio station to develop their community in the way they think is best. Later we will see how people run their stations in a way that reflects their beliefs.

You might think the best way to do this is by working with trade unions like the first community radio stations in Latin America, or by focussing on women's development like Moutse Community Radio in South Africa, or by working with farm organisations like Radio Rurale de Kayes in Mali. But whatever way you do it, you must believe it will work. You should remember though that even if you focus on one group as the key way to develop the station, you still need to allow everyone to participate. This is the exciting thing about community radio – it is a radio station that allows the people who run it to make their world better - in whatever way they believe.

The first exercise helps you to describe the vision you have for your community.

Exercise 1.1

1. How would you like your community look in 20 years?

- a) What do the streets look like?
- b) Where do people live?
- c) What sort of work are people doing?
- d) How do people behave at work?
- e) How do they behave at home?
- f) What do they believe in?
- g) What is the government like?
- h) What are the children like?

2.) What does your community need to get there?

- a) Think of the things they need outside themselves.
- b) Think of the things they need inside themselves.

3.) Who can help them get these things?

When you answer these questions, you are already on your way to developing the interests of your radio station.

Something To Think About

Does your station celebrate the lives of the people in the community? These celebrations give people a sense of pride, and pride makes them more likely to develop themselves.

Why does it have to be participatory?

Participatory means that everybody has a chance to help.

If some friends in your community were going to build a statue to celebrate the place where they lived and they asked you to help, would you be happy? Would you feel better about the statue if they did not ask you to help?

By asking you to help, your friends are showing you that they value you and think you could make a difference. It is the same with community radio stations. If you ask people in the community to help it shows that you value them. They are, after all, why you do what you do at the station. And if they feel that you value them then they will help you. This is very important if you want your station to stay around.

The people in your community are your station's most important interest and biggest resource. They are also very important for your sustainability.

Nobody can develop another person. Even when people go to school and learn how to build cars they have developed themselves. They can build the car because they learnt how, not because the teacher taught them. You are giving people a chance to learn when you ask them for help.

This is what it means to realise people's potential. It is good for them and it is good for your station. Remember, everyone can help.

For instance,

At Radio Kwezira in Tanzania, the night watchman is one of the people who learnt how to do audience research. Now he can help the station and he has learnt a new skill.

Participatory social development

What it means for the community:

They have a chance to contribute to their own development.

What it means for the station:

You have a chance to show how much you value the community and they in turn have a chance to show how much they value you. The community starts to feel directly responsible for the station.

Something to Think About

Who are the people in your community who do the most work?

Who are the people who do the least work?

Are you sure? Ask them what they actually do. People can surprise you.

Why do you think people can surprise us?

This exercise is a chance to test how well you know your community. It is very important to know the community well if you want to have a station for them. The exercise can also prove that people are able to do much more than we think they can.

(Illustration of an animal –frog? – imagining himself flying an airplane.)
ILLUSTRATION

For instance,

An announcer at a community radio station said proudly that if someone just turns on the radio, they cannot tell the difference between the community station and the public station because the two sound so much alike. This is not good. Anyone should be able to tell that your station is by the community and for the community. It is interesting that the station is having a problem with getting the community to support them.

Tips for Sustainability from this Chapter

- You need to remember what you are supposed to be doing as a station if you want to measure your sustainability.
- The operators of community radio stations are interested in participatory social development.
- Participatory means that everybody has a chance to help.
- Social development is about improving the quality of life in your community.
- What is important is that you, as a community radio operator believe that your community can be improved.
- If you ask people in the community to help it shows that you value them. They are, after all, why you do what you do at the station.

Further Reading

'What is Community Radio – A Resource Guide' ; AMARC Africa/Afrique & PANOS Southern Africa; 1998

'Manual Urgent Para Radialistas Apasionados' ; Jose Ignacio Lopez Vigil; Ecuador; 1997

'AMARC-Europe Training Partnership: Radio Management Training Pack'; AMARC Europe; 1995

Chapter Two

The Keys To Sustainability

There are four keys to sustainability:

The Mission Statement
Knowing Your Stakeholders
Understanding Negotiation
The Problem Solving Exercise

The Mission Statement

It is very important to know what the interests of your station are. This will be the basis of everything you do.

Many stations have what they call a mission statement to help them remember their interests. Your interests are your needs and values. It is a good idea because this way everybody can see what you are about and it will make it easier for them to help you. It is also a good reminder for you of what you want.

Your mission statement explains the purpose of the station.

The next exercise will help you to develop your mission statement.

Exercise 2.1

Step One - Go back to Exercise 1.1. Look closely at your response to question 2b (What does your community need to get there?). These are the qualities that you think are important for your community's development, and the values of your station. These are the things that are most important for you to build in the community.

Step Two – Where can the community get these things from?

Step Three - Who can they get these things from?

Step Four - How can you help them get these things?

Step Five – Now write a draft mission statement, which explains how your station will help the community to get these values.

Step Six - You should do this together with everyone who will be involved in running the station. First everyone should do . Then they should write each of their answers to Question 2b on a separate piece of paper. All the pieces of paper should be put in a bag and emptied on a table. Anyone who feels that any of the papers has something on it which they feel strongly should not be a value should take it off the table and put it somewhere else. What is left on the table when everybody has looked through all the papers, is what the station's values will be.

For Instance

This is the mission statement of Radio Zibonele, which serves a community outside of Cape Town in South Africa.

We are a group of volunteers with diverse skills, who have formed a Community Radio Station owned, managed and programmed by the community of Khayelitsha. Our concern is to enhance the quality of life through improving the health standards of our people. All those we serve are affected by poor health and poor environmental conditions.

Radio Zibonele is committed to sharing skills and information through honest process, in this way empowering the community of Khayelitsha to have a better life.

Those at Radio Zibonele believe that the most important thing that the community needed to develop was improved health.

The next exercise shows how a Mission Statement is linked to a station's vision.

Exercise 2.2

Step One – Look at the Mission Statement for Radio Zibonele.

Step Two – Now imagine you were part of the management at Radio Zibonele, living in Khayelitsha community doing . What answers do you think they wrote?

Community Radio as a Process

Community radio is a process. It is not simply about producing radio programmes to put on air. It is about developing your community by using radio.

Let us take a look at this process now. First of all we need to think of all the people who you as station management come into contact with. The next exercise will help you to do that.

Exercise 2.3

Step One - List all of the people you think you will have any contact with or who you do have contact with. This includes all the people working in the station and even people who live outside of your community. People that you see everyday and people that you will see once every two years.

Step Two - Now try to put each person into one of the following categories. You may find that some people can go into more than one category. If you do not understand a category, don't worry. We will explain them all in the next few chapters.

Suppliers of Technology Producers & Staff

Community members

Suppliers of Support Services

Sources of Money

Government

Management Board

(Diagram of Process here)

These are the key players that you as a community radio station manager will be working with. Here is a quick explanation of what each of them does:

Community members – This is your audience and the people for whom your station exists.

Suppliers of technology – These people bring you the equipment that your station needs.

Government - There are three levels of government that you may deal with. These are ministerial, local and parliamentary.

Producers & Staff – These are the people who work in your station.

Sources of Money - These are the people who provide the money to support the station.

Suppliers of support services – These are people who will offer all kinds of support like training and general information.

Management Board - These people are often different from the management at the station. They advise on decisions about the station's future and the station's management has to answer to them about how they run the station.

These groups are your stakeholders. They are called stakeholders because they each have some interest in your station, so we say they have a 'stake' in the station. The important thing to remember is that you will need them to support you if you want to survive.

This means you will need to negotiate with them. People think that negotiation is what you do when you have a problem. But it is really what you do to make people happy. When you negotiate, you make sure that everybody gets what they want.

What is Negotiation?

We negotiate everyday – in the marketplace, in the home, with family and with friends.

Here is a simple role-play exercise you can use to prove to yourself that you can negotiate.

Exercise 2.4

Step One - Get a friend or a colleague. One of you is a station manager and the other owns a cafeteria. The station manager is negotiating with the cafeteria-owner to provide lunch for the station's staff everyday. Before you start, take a moment and think about the roles that you are playing.

Step Two - The person who is playing the station manager should answer the following questions, but keep the answers to themselves:

Why do you want food for the station?

What can you offer?
Why should this person offer you a service?
What do you think they expect for the service?

Step Three - The person playing the owner of the cafeteria should answer the following questions, but keep the answers to themselves:

Why would you want to offer this person your services?
What do you need to have in return?
Why do you think they need your services?
What do you think they can offer?

Step Four - Before you begin to play your roles there are two important things to remember:

- No lying
- The objective of the game is not to stop the other person from getting what they want but to make sure that you get what you want

Step Five – After the role-play, compare the answers to the questions that you each wrote down. How did your answers affect how you played your role? The answers to 1 and 2 are your interests. This is what will make you happy. The answers to 3 and 4 are their interests. This is what you think will make them happy. Remember that the point of negotiation is for everybody to be happy.

Step Six - Now switch roles but, use the same answers that the other person wrote down.

I bet the game was much easier the second time. That is because you were able to put yourself in the place of the other person. You understood them. This is what negotiation is really about.

As a station manager you will be negotiating with the stakeholder groups above. This means two things:

- You need to know your interests
- You need to know their interests

(Place here -Diagram of Process - Figure 1)

It is easy to know your interests. These are in your mission statement. But it can be more difficult to understand the interests of the different stakeholder groups. You need to ask questions, and do some research or reading.

Something to Think About

Negotiation Skills

When you negotiate, you need to know:

- Your interests (Here you should ask yourself, why you are talking with this person in the first place. Your answer should be one of the two main interests of any community radio station. See Page --)
- Their interests (what they want – not only from you but what they want in general.)
- Their constraints (what stops them from getting what they want and what might stop them from giving you what you want.)

As a negotiator then, you find a way to:

Step One - serve their interests

Step Two – in return for them serving your interests

Step Three – in a way that gets around the constraints

(Sketch of animals 'negotiating' around constraints here)

For instance

Radio Atlantis in South Africa wanted to do some broadcasts directly from within the community. This is called an Outside Broadcast or OB. This way the community gets to participate in the broadcasts. But they needed money to hire a telephone line to do this sort of broadcasting.

What they did was approach the national telephone company, Telkom, and ask them to help by sponsoring the broadcasts. Telkom was very interested in this because it meant that the community would see them doing something good, which would help their sales. This is very important because Telkom is a private company in South Africa and there is a lot of competition from other telephone networks. It was good advertising for Telkom. They agreed to sponsor all the Outside Broadcasts for the station.

Interests of Radio Atlantis:

Giving the community a chance to contribute

Raising their own profile in the community

Interests of Telkom:

Good publicity

Raising their own profile in the community

your interests as described in your Mission Statement.

Remember this is just an example. The important thing is that you have to negotiate with everybody. Find out what their interests are and see how you can help them, so that they can help you. This way everybody is happy. But it is very important that, while you are helping them, you are also serving your interests as described in the Mission Statement.

(ILLUSTRATION: Sketch of monkey feeding hippopotamus a fruit from a tree then being carried across a river on the monkey's back.)

When you negotiate with someone and try to get them to do what you want, this is called lobbying. People lobby governments very often but you can lobby anyone.

A Problem-Solving Exercise

Negotiation, of course, can help to solve problems. This section will show you how you can use all of the keys above to come up with a simple exercise to help you through any problem.

Here are the things you need to keep in mind:

Goal: what you want to achieve. This comes from the Mission Statement

Process: what you go through to achieve the Goal

Resources: what you need to carry out the Process

Negotiation: talking to people to get the Resources

Goal

First, and most importantly, you have to be clear about what your interests are. Go back to your values. Does the problem you have stop you from realising one of these values? If it does not, maybe it is not so important. You do not want to spend time on something that is not important to you. In this way, your interest in the problem, what you want, becomes your goal, what you want to do. What is a goal of your station?

For instance,

Let us go back to the example of Radio Atlantis. They want people to participate in the station, because this shows how much they respect the community. This is necessary for any community stations.

Their goal was to have the community participate.

Process

Without thinking of what you can or cannot do, write down all the things that need to happen for your station to achieve one of its goals. Remember you are not thinking about what you are able to do at the moment, you are just thinking of what could happen to reach this goal. Just describe what needs to be done very simply.

For instance,

Radio Atlantis would have written something like this.

Process A:

We go to the community – field recording or OB

Process B:

Community comes to us – volunteers in all areas of radio

Some goals may have many more possible processes. You have to be open to ideas about this. Talk to staff and volunteers. "I have no monopoly on ideas," the manager of Radio Atlantis said. So he is always talking to the staff and volunteers about issues in the station. We will learn some more about how he does this later.

Resources

Resources can be things, people or skills that we need to carry out a process. So now you can start to think of what you will need to follow the processes you decided on. But do not write down money. The money only gets us what we need. What we are trying to do here is figure out what we need.

For instance, the following chart shows two options Radio Atlantis could go for if they want to broadcast by going to the community.

Process A

We go to community

Option 1

Option 2

Field Recording

And/Or

OB

Walk/ vehicle

Vehicle

Staff/Volunteers to operate equip. Staff/volunteers to operate equip.

Recording equipment OB equipment (you might want to make a list of exactly what you need)

Electricity/batteries Electricity/batteries

Programme ideas Rent a telephone line
Areas Events

Then you do the same thing for all of the other processes.

Negotiation

Once you have listed all the resources that you need for the processes, look at each one and figure out how you can get it. Who would be interested in giving it to you? And what could you offer them in exchange?

For instance,

What Radio Atlantis most needed was a telephone line. They already had problems with their telephone bill and knew that getting another line would be very difficult. So they needed to negotiate with the telephone company.

You could also use an even to negotiate. You could approach someone with money and offer them a chance to be represented at, or to sponsor, a special event.

For example,

If there is a street fair or fete, maybe a music company would be interested in taking part. Many of the people at the fair will be interested in music, so it could be a good advertising opportunity for them. Then you calculate the costs of ALL the other resources you need. Even the time it might take for staff or volunteers to work and the time it will take to train them. And don't forget the electricity that you will use and the time it takes in the office to arrange everything. The total you calculate is what they pay to cover your costs for the event. This way everybody is happy.

As we have already seen in Exercise 4.1, it is not easy to understand someone's interests or needs, but it is important. If you cannot understand it yourself, ask them, or speak to someone who might know.

Tips for Sustainability from this Chapter

- In this chapter, you did an exercise to help you figure out how to get the resources you need.
- The mission statement helps you remember your interests as a station.
- Community radio is a process. It is not simply about producing radio programmes to put on air. It is about developing your community by using radio.
- Your Goal comes from the Mission Statement _ You go through a Process to achieve the Goal _ Resources are needed to carry out the Process _ You Negotiate to get the Resources.
- Your interest in the problem, what you want, becomes your goal, what you want to do.
- The process is what needs to happen to achieve this goal. It does not depend on what you think you are able to do.
- Resources are things, people and skills.

- You look at each resource and figure out how you can get it. You have to negotiate for it.

- You have to negotiate with everybody. Find out what their interests are and see how you can help them, so that they can help you.

Further Reading

'Leadership Training Manual'; Joint Enrichment Project; 1998, South Africa

Chapter Three

Getting The Idea Started

Starting what?

Community radio, as we said, is really a process. The process starts long before you start to broadcast programmes. Broadcasting programmes does not mean that you have a community radio station. A community radio station is about how you develop your community, how you show them that you value them and how you meet their needs in the way that is most exciting for you.

Remember Exercise 2.3? Look again at the groups that we had there.

Suppliers of Technology Producers & Staff

Community members Sources of Money

Government Management Board

Suppliers of Support Services

These people will all need to be involved. Your negotiation with them starts with your idea. Before you begin to even produce programmes you need support for your idea.

How do you get support for your idea?

You want all of these groups to feel responsible for the station, even if you do not want anyone to feel they have all the control. It is especially important that the community feels responsible. The truth is that they are the ones with the most control. The station is really for their development.

But to get people to feel responsible you have to negotiate. Show them how the station meets their interests.

In the negotiations you will always need to remember that as a radio station, your own interests are:

- The values in your mission statement
- Being on air to serve that mission statement

In the following chapters we will take a look at how to deal with each of these groups.

Idea – To –Launch Schedule

Any big activity needs a good plan. This could be anything from setting up a Community Radio station to writing and producing a radio programme. You need to know what you want to do and how you are going to do it. You also need to think of how your actions affect other people.

Action planning is a way of making sure that the plan you are developing can – and will – be carried out well.

An Action Plan:

- Has all the main activities
- Has the length of time each activity will take
- Shows the order in which these activities will be carried out – which can be done at the same time, and which must be done one after the other.
- Shows how long, in total, it will take to carry out the plan

Below is an example of an action plan for getting space for the station.

(Place here Figure 2)

You can do the same thing with the set up of the radio station.

BEFORE YOU APPLY FOR A LICENSE

You apply for a license when you ask the government for permission to broadcast. You will need to talk to your government officials to find out exactly what you need to do. The amount of time it will take for you to get a license will be different in every country.

Before you apply for a license from your government you will need to do some key things with the community. This will help decide what sort of license you need.

- Needs Assessment

This should help you to deepen your understanding of the community and promote the station in the community. It will also help you decide exactly where your community is. It is important to know this when you apply for a license. (See Chapter 6)

- Develop a mission statement.

This sets the goals of your station. The government will want to know what your station's goals are when you apply for a license. (See Chapter Two)

- Come up with a structure for the station

It is quite important to have an idea of how the station will work. This will help you to decide a number of things from the sort of space you will use to the number of staff you will have. (See Chapter Seven)

- Develop a constitution for the station and make sure the law is aware of any associations that may be helping to run the station. This is called registering the association.

Developing A Constitution

The constitution explains the legal nature of the station and its objectives and the way that it is managed. Below is a list of the headings that you would find in a normal constitution.

Legal Nature and Personality of the Station

This section of the constitution explains how you want the law to see you. For example, will the station be governed by a co-operative or an association? What do the laws in your country say about setting up the sort of organisation you want to be?

Objects of the Association

This is a list of the things that your station hopes to do.

Management Board

Who will oversee the running of the station? This is not the manager but a group that the manager reports to. This group will also support in the general management of the station.

This section of the constitution should explain what role each person on the Board should have. It should also explain how these members will be selected. (See Chapter Eight)

Vacancies

This explains the ways in which any member can be removed from the Board.

Powers and Duties of the Management Board

This explains exactly what is expected of the Board. It is very important here that you check the law in your country to understand what is expected of Board members. Remember that you want the board to be able to support the station.

Management Roles

Normally, this will explain what is expected of the manager(s) at the station. There might also be a section for the person handling the money at the station or in the association.

Financial Matters

This explains how and where the money is kept. It will also explain when financial reports are due and who must see these reports. (See Chapter Eleven.)

Assets of the Station

This is a list of things that the station owns. It should be updated regularly.

Membership

If an organisation or association runs the station, you should explain who can belong to the association. You will also need to explain how they can become members and how they can stop being members.

It is also a good idea to have a section explaining when and how the general meetings are held for the organisation. Also describe anything that needs to happen at these general meetings.

Dissolution

This section explains how the organisation or station can break up. For example, who can decide to close the organisation and what happens to everything the organisation owns?

Amendments

This section explains how to make changes to the constitution. It outlines who decides on the changes and when they can do this.

Remember that everything in your constitution must serve the values that go into your mission statement.

Something to Think About

List each of the headings of the constitution and think about what you could write in each section that would promote your interests. Remember these interests are:

- The values in your mission statement
- Being on air to serve that mission statement

ACTIVITIES WHEN THE LICENSE IS GRANTED

Below is a table showing you all the activities that you should do and when they should be done before you go on air. Some of these activities you may even need to do before you get your license because of the law in your country. Your station may not need to do all of the activities listed here and some may take longer than is suggested, but at least you have all the activities that you need to think about. You can use the column called 'DONE' to make a note when you have finished the activity.

| ACTIVITY | HOW LONG BEFORE GOING ON AIR | DONE |
|---|---------------------------------|-------------------------|
| Financial · Get all the start-up funds · Start keeping records of the money (book-keeping) | As soon as you get your license | |
| Administration · Appoint Station Manager · Find premises, arrange rent and move in · Arrange telephone lines · Arrange water, electricity · Get office equipment · Appoint admin support staff | 12 months | Move in 6 months before |
| Technical · Building work for studios & equipment · Fit and test equipment · Pick a spot for the antenna · Negotiate with owner of spot · Order telephone · Install antenna & other transmission equipment · Test transmission · Arrange maintenance agreements | 5-6 months | 5 months |
| Programming · Appoint Programme manager · Appoint any other paid programme staff · Get volunteers · Train volunteers · Develop programme schedule · Agree on programme schedule · Set up music library · Set up news people · Get tapes, batteries | 4-5 months | 1 month |
| Sales · Appoint Sales Manager · Appoint any Sales staff · Get volunteers · Train volunteers · Start selling · Prepare for event of going on air | 3 months | 1 month |

For instance,

The Institute of Social Communication in Mozambique is doing a very good job of setting up a new station in the Manica province of that country. The Institute selected the area because:

- It is very affected by the civil war and the community is still very divided
- There are lot of refugees who returned there
- There are a lot of natural resources and the community needs help to develop the resources to recover from the war
- The community is very densely populated

So the station's purpose is to help the community heal after the war.

The station's representative knew how important it was to get stakeholder support from the beginning. He asked the community to help him choose a place to put the

station and to select key people to set it up. Now the community is helping to build it. Of course, they also helped to develop the organisational structure of the station.

The Ford Foundation is supplying the equipment to the station and local government is supplying the equipment for building the station. Local business people are providing the building materials. This way, already everyone feels like they have a real stake in the station.

When the equipment arrives, people from the community will be working in the technical department. They will already be in place to watch the installation and begin training before the station starts to broadcast.

Tips for Sustainability from this Chapter

- Even the way you set up the station can determine how easy it will be for the station to last.
- You want all stakeholder groups to feel responsible for the station
- Remember your interests are:
The values in your mission statement
Being on air to serve that mission statement
- Action planning helps you to make sure that your plan will work!

Further Reading

'Getting on Air – Guidelines on Applying for a Community Radio Broadcasting License; Patrick Mphale & William Lame; 1998; South Africa

Chapter Four

Working with the People in The Government

Dealing with the government is not as scary as you might think. It is made of people like the rest of us. They are working for an organisation that has interests just like your community radio station. As usual, the important thing is to understand these interests.

You will have to work with the government or representatives of the government because:

- They are the ones who will give you permission to broadcast
- They will have rules about what you can broadcast
- They will have rules about how you can make your money and how you spend it
- They will have rules about how the station is managed
- In fact, governments can have rules on anything relating to your station.

All of these rules will affect what you can do and the way you run the station. These rules will affect your sustainability.

The next exercise shows you how your station can benefit by thinking about the government's interests.

Exercise 4.1

1. Find out what your government says about community radio.
 - a) Does your country have laws for community radio?
 - b) How do you get permission to broadcast?
 - c) Who gives the permission?
 - d) Do they say what you can broadcast?
 - e) Do they say where you can broadcast?
 - f) Do you have to pay them?
 - g) How much and what for?
2. What do you think are the interests of the government?
3. How can your Mission Statement help meet these interests?
4. How does your Mission Statement challenge these interests?

Many governments are cautious about community radio stations. They think that the stations will not support them. But remember you can negotiate with them. Find out what interests the government has that are the same as yours. This is called finding common ground. Sometimes you may have to work a little to show the other person that you have the same interests. This may seem difficult but it has happened.

Negotiating With The Government

Try to put yourself in the position of the person or people you are negotiating with. This will help you to negotiate more effectively.

For instance,

Radio Bamakan in Mali had problems when they started broadcasting because the police asked them to close down. But people in the community went to the barracks, demanding an explanation, which forced the Minister of Communication to hold a press conference. The radio's management used the following arguments to negotiate with the government:

- The monopoly on the airwaves belongs to the state, not to Radio Mali. This means that government laws will decide who can broadcast, not Radio Mali
- Private FM radio is not illegal, because the broadcast laws were written at a time when there was only short-wave radio. This means it must be legal.
- The station is not a political party but a 'non-political' association
- They said: "We do not agree to be banned so tell us what we must do to be accepted."
- The Minister of Communication was a former member of the democratic coalition in '91, protesting against the previous government. So the station's management told him that he choose one route to serve civil society – the government. They choose another route – the radio – but they both have the same goal.

Now the government of Mali is very understanding about giving permission for community radio stations to be set up. They are also the only government on the continent that gives money every year to private media. This money comes from a Press Support Fund.

Here we see how the management at Radio Bamakan was able to put themselves in the position of the government so that they could negotiate with them. They understood their interests. They also understood what was holding the government back so that they could help the government deal with this.

Things that are holding us back are called constraints. We need to understand what they are so that we can find a way to move around them. This is a very important part of negotiation. Not doing it is like walking with your eyes closed. If your foot hits something, you will not be able to get over it until you understand what it is. Then you can step as high as you need or turn and walk around it.

(ILLUSTRATION of horse hitting fence with blindfolds on. Then of horse walking through gate with blindfold off.)

Even if your government does allow community radio in your country, they still might not be serving your interests.

For instance,

Community radio stations in Mozambique are not allowed to broadcast commercial advertising. If they do, they have to pay a tax, like a business. This does not put them in a very good position for making money, compared to the national radio, Radio Mozambique, which can broadcast advertising. Some stations find other ways to get commercial sponsorship, which means they must negotiate. But now stations realise that they need to negotiate with the government. The Institute for Social Communication planned a conference with different stakeholders to look at many issues, including the laws of the country. A working group was set up at the conference to prepare a proposal to change the law. A list of suggestions will be presented to the ministry as a basis for discussion.

In Mozambique, the stations realised that the government's laws were not helping one of their interests:

"Being on air to serve that mission statement"

The stations were losing money, which was making it more difficult for them to stay on air.

Understanding the Laws

Here is an exercise to help you understand how the laws in your country affect you.

Exercise 4.2

Step One – Look at the information you collected in Exercise 4.1.

Step Two – List the groups of stakeholders as in the diagram below.

Step Three – Fill in the remainder of the chart. (The chart gives you an example with the stations in Mozambique so that you can see what they might have done about not being able to have advertising.)

| Stakeholder | Laws affecting you & them | How they help your interests |
|--|---|--|
| Sources of Money | How they do not help your interests | What you want to change |
| 1.) If there is advertising on the station, it will need to pay a corporate tax. | 1.) Does not allow the stations room to make some money from advertising to support their goal. | 1.) Makes it clear that goal of station is not to make a profit like a company. 1.) To allow advertising and use other ways to make sure stations do not become companies, like watching programme broadcasts. |
| Suppliers of Technology | | |
| Staff | | |
| Community | | |
| Suppliers of Support Services | | |
| Management Board | | |

You will probably not be able to change everything all at once. You may have to focus on laws that affect a different stakeholder or a different part of the government every year. Of course, it is also important to take note of any changes that are made to the law to see how they affect the station. All this means that lobbying is an ongoing process and not a once-only event.

Power Maps

It is very important to have an understanding of how decisions are made in government. This allows you to decide who you need to talk to.

Look at the list below and find out who is responsible for each of the things that the government may do that affects you.

- They are the ones who will give you permission to broadcast
- They have rules about what you can broadcast
- They have rules about how you can make your money and how you spend it
- They have rules about how the station is managed

You should know that the group who gives you permission to set up a station might not be the same group who allows you to start transmitting a signal. This means some of these responsibilities will have more than one group as an answer.

For example, the answer to the first one (They are the ones who will give you permission to broadcast) could be both Ministry of Information and Office of the President.

You should also look at the table for Understanding The Laws and find out who is responsible for the various laws that you may want to change in your chart.

There are three areas of government: National or ministerial, provincial or local and then bodies or institutions that represent the government. You may need to deal with all of them.

For instance,

In Mozambique, to apply for a license and frequency it is necessary to fill in an application form that is available at the Information Office (which is a branch of the Prime Minister's Office). This form has to be signed and handed into the Information Office, along with other documents, such as copies of identification cards and a report on a technical study done by an engineer.

The Information Office then submits the application and technical study to the National Institute of Telecommunication (State regulation body) where the frequencies are decided and, finally, to the Ministers' Council where the final authorisation (license) is issued.

In this case it is the Ministers' Council which makes the final decision. So it is this Council that has the most power and the Minister is the person that would need to be approached.

(Place Figure 3 - Power map of Mozambique here.)

The information that you have in Question One of Exercise 4.1 is very important because you will need to protect yourself. Make sure that you are following all the laws. Keep a record for yourself.

For instance,

All the staff at Radio Kwezira in Tanzania have attended workshops on the laws relating to broadcasting, so that they know what they can say in programmes. The head of programming also listens to all the programmes before they are broadcast so that she can defend programmes if anyone complains.

If the government says you have not followed the laws, they can charge you an expensive fine or even close you down. This, of course, will not be good for your sustainability.

Many Voices One Song

It often helps, as was the case in Mozambique, to have some people with you to support you when you negotiate with the government. The reason for this is that one of the interests of Governments is having support. They want support, and if they can see that you have it, then you have something to offer them. Remember how the government in Mali had to hold a press conference to explain what happened to

the station? They would not have done this if they did not see that the station had support. This is another reason why the support of your community is so important.

It is especially important to have support if the government can be dangerous. The more people you have supporting you, the more difficult it is for the government to keep you quiet. Turn to your other stakeholders, as ICS did in Mozambique. These stakeholders will have an interest in your survival, if you are negotiating with them. It might also be useful to approach human rights groups or anybody who might share your vision of what you want for your community.

You can organise the stakeholders into a network to support community radio stations. In some countries there may already be a network existing. The point is that the more organised your support is, the easier it will be to make sure that everyone is helping.

(Place Figure 4 - Diagram of process with support for station against government here.)

But support is not enough. There is no point trying to get understanding from the government, if you do not put yourself in their position. Remember the restaurant owner in Exercise 2.3?

Tips for Sustainability from this Chapter

- The government has a lot of power over your station and this chapter offers tips on how to deal with them.
- Put yourself in the position of the government so that you can understand them and negotiate with them
- Things that are holding us back are called constraints. We need to understand what they are so that we can find a way to move around them.
- Even if your government does allow community radio in your country, they might still not be serving your interests.
- If they can see that you have support, then you have something to offer them.

Chapter Five

Working With People in The Community

The community is the most important element of community radio.

They are the reason that your station exists. They are also your biggest resource if you can make them your biggest supporters.

For Instance

Radio Tabale in Mali was able to start broadcasting with only the money that the community donated to it. We also saw how the community came to the aid of Radio Bamakan when they had problems with the government.

You can get support from the community if you allow them to feel responsible for the station. To do this you will have to negotiate with your community. Of course, by having them participate in the station you will also be giving them a chance to share the responsibility of the station.

Mapping The Community

Your community is made up of many different people: men, women, old, young and so on. If you want the community to participate in the station, you have to approach all of these people. This means you need to know who makes up your community. Then you have to understand their interests and their constraints.

In the next exercise you will make a map of your community. This will give you a clear picture of the all the different people and their interests.

Exercise 5.1

Draw a map of your community and on this map place all the sorts of people in the community. Many things make people different. Here are some of the things that you should think of when you are drawing your map:

Age (Old or young?)

Gender (Men or women?)

Race (Black or Asian or White?)

Religion (Christian or Muslim or Traditional?)

Amount of money they have

Abilities (including people with physical disabilities)

Location (Where do they live?)

Lifestyle (Do they live with big families or by themselves?)

Political views (Political party they support or their understanding of human rights?)

Of course, there may be other things which are important in your community for you to describe.

All of these groups of people should then contribute to all of the activities in the station. Below is a diagram with an example of how the different people in your community can participate in the different areas of work at the station.

(ILLUSTRATION: Map using animals as example of Community mapping.)

Board
Programming
Finance
Technical
Personnel
Administration

Older Men
Younger Men
Older Women
Younger Women
Black People
White People
Indian People

People with disabilities

To make sure that everyone participates in all levels of the station, you may want to set 'quotas'. This means that the station will always have a certain number of people from one of the groups in your community working on a particular activity. For example, you may have a quota of one person with a disability working in programming. This means that there will always be at least one person with a disability working on programme production.

Before Going On Air

Remember the imaginary statue that your friends asked you to help build in Chapter One? Would you be more likely to protect it if you helped to build it? The community is not going to feel responsible for the station if they do not have an interest in it. They will not feel that the station is theirs. It is important for the community to feel that they must contribute and feel responsible for the station from the very beginning. If this does not happen, it will be very difficult later to make them feel responsible.

For instance,

Okonerei Pastoralist Survival Programme is a non-governmental organisation in the Maasai Steep of Tanzania, set up by Maasais to support their communities. The NGO had a CB radio that the communities could use to call each other because the distances are long and there are no telephones. But when the NGO started charging the community to make calls the community was very upset. The community said that the radios had been bought for them and they did not understand why suddenly they needed to pay. They never had to pay before and it was fine.

Now the NGO is starting a community radio station and they are talking to all of the community members to ask them for advice on how to run the station and what sort of programmes they want to hear. They are allowing the community to participate in the set-up of the station. In this way, they give them a sense of ownership. This will mean that the community now has a real interest in the station surviving.

How to Get Them Participating

If you are thinking of setting up a community station you will need as much support from the community as possible. Talk to those people who you know will be able to talk to other people. They might be community leaders like elders, people in community-based organisations or just very popular people. They will be able to spread the word and will also give you useful ideas on what people might like.

(Place Figure 5 - Diagram of networking.)

But you will also need to talk to the community yourself. You can talk to them in groups. Make a list of the things you want to know from them.

Things for You and Them to think about

- Where to put the station?

Remember it should be easy for most people to get to the station so they can participate.

- What to call the station?

If you use a name that was suggested by the community, this makes their participation very clear to see. It also gives the community a sense of pride and value.

- What issues do they want to see the station deal with?

Remember that community development is why you are here. This does not mean that you have to put aside your mission statement. If people want a programme on a particular issue just make sure that the programme delivers one of the values that made your mission statement. For example, if your station's focus is the development of women in the community and people want a programme on farming, just make sure that the programme allows participation from women farmers.

- How do they think the station should be managed?

This is an important way to make the station different from other radio stations for the community.

- Who would they like to see working at the station?

Another way to make the station different from other stations for the community.

In fact, when in doubt about anything, ask the community. Even for a logo for the station. The more they contribute, the better they feel, and the more they will support you. Chapter Six talks about ways to get information from your community regularly.

When Participation Gets Difficult

You want all the groups in your community to participate in all the areas of your station. See how that can work with the following simple exercise.

Exercise 5.2

Step One - You need six people, two big sheets of paper, five pencils and six small pieces of paper.

Step Two - Write the following on separate bits of paper:

Talk

Draw straight lines

Draw circles

Shade in circles

Draw triangles
Shade in triangles

Step Three - Now put the pieces of paper in a bag and every one must take out one piece. No one should show their paper to any of the other participants. They can do nothing else during the exercise apart from what the paper says they can.

The object of the exercise is to draw a boy and a girl.

How was the exercise? The object here was to discover what each person could do. This is the key to organising participation - understanding the interests of your participants. Interests and abilities are not the same thing. There are many things that we can do but we do not want to do. There are also things that we may want, but have not been given a chance, to do.

If you want people to participate, it helps to put yourself in their position:

- Understand what they are interested in.

Why would they want to get involved? What can they learn? You cannot tell people why you think they should get involved, but you can ask them why they might want to.

- Understand what might stop them from getting involved.

Remember the importance of understanding constraints. Sometimes constraints can seem very big. But if you know exactly what is in your way, you can probably find a way around it. For example, even if a person cannot write, they can still work in the station or produce a programme. And you can still enjoy a conversation with that person!

- Let them understand that to be involved in community radio does not mean they have to know anything about radio.

You can do a radio programme about anything. If someone is interested in football, let them do a programme on football. If someone is interested in hairdressing, let them do a programme on hairdressing. The important thing is to get people involved. You can help them learn more about radio as they go along. It could also make for some very creative programmes.

For instance,

Radio Kwezira in Tanzania was set up to serve the refugees from Rwanda and Burundi. The station has also started to serve the local Tanzanian community in the town of Ngara, where they are based. But the station's management realised that they were not getting many volunteers from the refugee camps. One of the reasons was that the refugees had to be back in the camps before dark every evening. This meant that they could only come into town during the day. It seemed like a long journey for them when everything they needed, including a market, was located in the camp.

But Radio Kwezira realised that many of the refugees were interested in learning basic computer skills. So they have developed a plan to offer skills training for the refugees on the computers at the station. In return the refugees will help out around the station with programme production. The station also gets the women's co-operatives based in the camps to produce programmes. This way the refugee women

in the co-operatives do not need to leave the camps to collect material and put together programme ideas.

The station also uses the cook at a nearby NGO to produce programmes on cooking.

Reaching the Women

It is often difficult for station managers to get women involved, because they don't understand the constraints of volunteering. But here the situation is the same – understand their interests and their constraints. Many women have responsibilities at home, and the time that they spend at the station will need to work around this. Maybe it means that they will do more of their 'work' for the station from home. Or they need to be allowed to come to the station when it is best for them.

Communities develop best when women are allowed to develop. They are half of the community. It is as simple as that.

So, in the next exercise you will think about what conditions make it easier for women to develop and to support your station.

Exercise 5.3

Step One - Go to your map (from Exercise 5.1) and find an area where there are many women. Get them together in a group and ask the questions that allow you to put yourself in their position:

What are they interested in?

What might stop them from getting involved?

Help them to understand that to be involved in community radio does not mean they have to know anything about radio.

Step Two – Draw up the following table

| Group | Interests | Activity | Constraints | Solution |
|-------------|-----------|----------|-------------|----------|
| Young Women | | | | |
| Older Women | | | | |

Interests – what they might want or need to do

Activity- the activity in the station that would best meet those interests

Constraints – what might stop them from becoming involved

Solution – how to get around these constraints

Step Three – Based on your discussions with the women you can fill out this table.

This is a useful exercise for every group that you might have on your map.

If your station is really listening to the community, you will consider all their interests and constraints when you plan your activities and programmes. This includes all the programmes you broadcast and the rules you develop for staff. For example, if you are doing a programme on water sanitation you should consider how this programme will affect all the groups that you have listed when you 'mapped the community'. This should be one of the tasks for the programming manager or you could have a group of people from the community who listen to programmes to test this.

In many communities certain interests are automatically considered. Usually, it is the interests of men. Why do you often hear of programmes for women, but seldom for men? This means a special effort is being made to consider the interests or point of view of women. But this is not enough. The interests of women must be automatically considered so that you do not need a separate programme for them. For example, if you do a programme on farming, you should consider the particular problems of both male and female farmers. And the community should realise that women's issues are also community issues, so that programmes about children talk not only to the mothers but to the fathers as well.

Remember whatever the focus of your mission statement is, you will need to negotiate with everyone in your community to get the sort of development that you feel is most important. This is why everyone's interests and constraints always need to be remembered.

Participation As Promotion

People will listen to themselves if they are on the radio. They will also listen to friends and family. It is a very easy way to get people listening to your station - put them on air.

It also supports your need to be participatory.

It can also be seen as a process of negotiation.

Your interests:
to be participatory

Their interests:
to be on air

The diagram on the next page shows the different levels of community participation, and how the community can be involved in influencing, making and implementing decisions.

Different Levels of Community Participation in Programming for Community Radio

- .. The underlying premise of this model is that participation is about decisions.
- .. In this case, the decisions are about programming.
- .. Decisions can be influenced, made and implemented.
- .. This model determines that the highest level of participation is the one at which the community is able to influence, make and implement decisions about programming.

| | | |
|------------------------|---|-------------------------|
| | LEVEL ONE | The community makes the |
| programmes | | |
| LEVEL TWO | Studio guests from the community | |
| LEVEL THREE | The community airs its views through phone in programmes | |
| LEVEL FOUR | The community initiates a news item | |
| LEVEL FIVE | We record our community's opinions and ideas for broadcast | |
| LEVEL SIX | The community makes suggestions and decisions at the Annual | |
| General Meeting | | |
| and Community Meetings | | |

| | |
|-------------|--|
| LEVEL SEVEN | Listeners' forums and clubs make recommendations to the station |
| LEVEL EIGHT | We do research in the community for programming ideas and evaluation |
| LEVEL NINE | The community makes recommendations through letters to the station |

IMPLEMENT MAKE INFLUENCE D E C I S I O N S

Please note that this model does not try to explain the quality of, and degree to which participation takes place. It is important therefore to ask at each level: How many people have access to this level? How often does this take place?

You may wonder why the scale is drawn up in this way. The reasoning behind it is that the highest level should be the level at which the community makes decisions about programming and they are directly involved in making the programme. As we move down the scale, there is less involvement in making the programme and less power in decision-making about programmes.

The most important level of community participation in programming is level five - recorded voices. We say this because the entire community can be heard at this level, and it eliminates constraints like distance from the station and lack of telephones.

You can also use the local culture to attract the community. It gives them a real sense of ownership and makes it easier for them to understand the operations of the station. Once again, you can show them that you value them.

For instance,
Radio Zibonele has done a very good job of using local culture to show how much they value the community. 'Itshayile' Listener's Club strongly supports the station. 'Itshayile' means 'wake up' which is the rallying call of the station and club. It is a call to members of the community to take responsibility for their lives. The club began when listeners who took the same bus to work would call the station in the morning to request announcements to wake each other up. The members of the club write letters of greeting and support to each other to be read on the radio. All members have their names put on the 'computer' – which is a joke in the community. But the management takes the 'Itshayile' group very seriously. They are the first to complain and will always remind staff that the station belongs to the listeners. They hold cake sales often to raise money for the station and told the management that when the station moves to a new studio the club will provide all the furniture.

Community access has always been very important for the station, and management describes it as their "selling point". Zibonele means 'see it for yourself' and it is not unusual to find people sitting around the station just to get out of the sun.

Listening Clubs

Some stations organise their listeners into groups. These groups can be organised around similar interests or physical closeness.

You can have as many people in a group as you want.

There are many advantages to having listeners' clubs:

- It is easy to keep in touch with your community
- It is easier to organise events in the community
- The clubs represent the station in the community and they can also represent the community in the station

Each club could have a certain number of volunteers in the station.

You should have some people in the station who can look after the listeners' clubs because they can be a very important resource.

For instance, Radio Comunitaria Licungo in Mozambique has people on their staff who do what they call Community Relations. These people are there to take care of the listening clubs.

For instance,

Radio Tabale in Mali has a good network of radio listening clubs. They are in the squatter camps of Bamako, the capital where there is one club to a camp on average. Each club has between 30 and 100 members. The clubs are used for a number of different things:

- Programmes are recorded with the clubs
- Outreach development work. So that Family Health workers may go with the station's staff when they visit the clubs to make programmes
- The station's members are registered through the clubs so it is easy for the station to keep track of them and provide them with services through the clubs
- Community events are planned around the clubs, like football competitions between the clubs
- The clubs provide volunteers to work at the station.

Tips for Sustainability from this Chapter

- The community is the station's biggest resource and this chapter offers ideas on getting your community to value you.
- You can get support from the community if you allow them to feel responsible for the station.
- It is important for the community to feel that they must contribute from the very beginning.
- When in doubt about anything, ask the community.
- This is the key to organising participation: understanding the interests of your participants.
- You cannot develop your community if you do not allow the women to develop.

Further Reading

Guide de la Radio Communautaire au Quebec, 1984, National Library of Canada, Ottawa, Canada

Chapter Six

Doing Some Research

Introduction:

Doing audience research means going out of your way to gather good quality information about your target audience, in a well planned way.

It is important to know how many people listen to and support your station, but it is also important to know who listens to your station, and who doesn't listen. To what extent does the community know the station and feel part of the station? How do they evaluate the station's programming? Does the station play a role in serving community needs? Does it contribute to the development of the community? You can find the answers to all these questions and any other question that you may have about your audience by doing audience research.

There are different types of audience research - ranging from very simple to very complex types. The purpose of the audience research (i.e. what you want to know about your audience and what you want to accomplish with the research results) will determine which type is more appropriate. This chapter will focus on the informal, easier ways for stations themselves to gather useful feedback from their audiences on an ongoing basis.

The importance of audience research for community radio stations:

Audience research is one way to involve your target population, and to represent their views and needs, in the running of the station. The research results can be used in many ways to benefit your station and to improve the role that it plays in the community:

- The feedback that you get from the community will make the practices and policies in your station better. For example, it will allow you to understand how well your programme schedule is reaching different groups of people in the community. For example, is it mostly young people or mostly very educated people? Is the station equally popular and known in all the areas within your broadcast range? In short, audience research will give you valuable information on how the community views the station and its programming, and how they assess the station's contribution to the community.
- The information will give you an opportunity to make changes that will make your station a better community radio station.
- Audience research does not have to be a one-way process of gathering information only. You can also talk with people in the community, giving them information about the station and clearing up misunderstandings. This way, you can strengthen your station's relationship with the community.

- You can use the information (as well as the fact that you involve the community in this way) when approaching your stakeholders (government, donors) because it can prove that you have support.
- Reliable and convincing proof of the number of people that your station reaches, who they are and when they listen to your station can help you in marketing your station and getting financial support from different sources - advertisers, sponsorship for programmes etc.
- You can make good quality and useful audience research information available to other stakeholders in the area, which can attract more co-operation and support from these role players, and convince them to use community radio in their own line of work. In this way, you can strengthen your own station (and the community radio sector as a whole).

In short, audience research can play an important role in adding to the sustainability of your community radio station, and to the sustainability of community radio as a whole.

(ILLUSTRATION: Family of antelopes sleeping while radio is playing. In next sequence family is eating while sitting by the radio.)

Something to Think About

Take a look at the List from Exercise 2.3 (the people you come into contact with). Who on that list might be interested in any of your research? Why?

Simple systems of information gathering

- informal audience research before going on air:
The types of audience research mentioned here serve two purposes. On the one hand it is a way of getting important information from the community. On the other hand it is a way of telling the community about the station, and a way of getting their participation and support.

An audience needs assessment

We have already talked about the importance of involving the community from the beginning or soon after the idea.

It involves meeting with different interest groups and community structures based in the community (such as civic organisations, youth organisations, women's groups, church groups and traditional leaders), and meeting with community members face-to-face. From a research perspective, these meetings will help you to get important information from the community itself. They will tell you how they see the community's needs, whether they think these needs can be served by a community radio station, whether they will support and participate in a community radio initiative, how they think the station should be managed and so on.

There are a number of workshop approaches and participatory research techniques that one could use to elicit the information. The important thing to remember with this kind of research is to:

- ask necessary questions,
- listen well to what people have to say,
- record the community's input accurately,
- prioritise and put it all together in a way that will truthfully reflect the community's views, suggestions, needs and priorities,

and most importantly, to use the information in setting up the structures and functions of the station.

A practical exercise

· Go to the Mapping of the Community in Exercise 5.1 and use this map to identify groups in the community. Then organise discussions with these groups. Hear from them what they think the issues are in the community that can be addressed through community radio. Find out what type of programmes they would like to hear, what their views are around managing the station, how they see their information needs, and what their personal preferences are. You should also do this with all the organisations that are in your community.

· Carefully record (through accurate and comprehensive note taking) everything that comes out of these workshops. When you have consulted all the stakeholders in the community, write a report that lists all the issues and possibilities that came from the community.

· This document can help you to make decisions about programming and management of the station.

• informal audience research while on air:

After the station has obtained a licence and while it is on air, the main purpose of the audience research is to find out

whether the station does effectively reach the community,

whether it serves the needs of the community,

whether the programmes are popular and useful,

whether the station remains in line with the vision and mission of a community radio station

In other words, it will help you to find out whether there is support for the station, and a sense of ownership of the station in the community. As mentioned earlier, this information can be used in various ways to contribute to the long term sustainability of the station.

Simple, basic information gathering systems that are attached to the normal functioning of the station, include the following:

1. Design a short, simple questionnaire to be filled in by people who visit the station, or when staff visit the community. Depending on the literacy level of a person, the questionnaire can be filled in by listeners / visitors themselves, or with the help of staff or volunteers.

Practical guidelines:

In the questionnaire:

· Ask people some basic information about themselves - such as their age, gender, where they live, and any information about themselves that you think is important in order to understand who your listeners are.

· Ask people basic information about what other radio stations they listen to; whether they listen to your community radio station; exactly when they listen to your community radio station; what programmes they prefer to listen to on your station (and why); what programmes they do not like on your station (and why), etc.

· Ask people for any suggestions that they may offer in order to improve the station or its programming.

The same kind of system can be in place for people who contact the station by telephone;

You can even ask station staff to approach people (with the questionnaire) in different areas of your broadcast range, and ask them the same questions.

2. Document the number and time of all the phone calls during phone-in programmes, or in response to competitions etc. If possible, ask a question or two - such as where the person lives / is calling from and their age. You could also make a note of whether it is a man or a woman phoning. Write down all this information in pre-prepared log sheets.

In order to really become useful to the station, all the above mentioned information needs to be transferred to, and stored (in a very systematic way), in one or two central information bases. There are different systems for managing such an information base, ranging from computerised systems, to hand written ones. It is useful to make a big table with all the categories of information as columns (e.g. age, gender etc.), and all the information from one single person in a row under the appropriate columns. For example:

| Age | Gender | Where the person lives | What programme was person listening to? |
|-----|--------|--------------------------------|---|
| 35 | Female | Griffiths Mxenge | The Water Programme |
| 67 | Male | Mandela Park Youth and Culture | |

And so forth. By counting the responses in each column, and keeping the results on a separate sheet, you are beginning to develop a system whereby you can see listenership patterns. (E.g. 100 females phoned in, and 20 males phoned in to the Primary Health Care programme.) You can frequently update this system without much trouble.

If you follow all these systems very carefully over a long period, you are gradually building up an information base about your audience. You will get a sense of how far your reach is, the programmes that are popular with different groups of your audience, as well as many ideas for improvement.

3. Systematically record stories, complaints and any kind of feedback (or response) that the station receives through its normal contact with the community. Keep these stories and complaints in a central place. From time to time, you should write a report that includes the information from the tables explained above. This allows you to see what habits are developing among listeners.

4. Invite listeners to discussions, where you ask them to evaluate the station and its programming. Carefully record their input through taking accurate and comprehensive notes. You can have a series of discussions. Afterwards, write a report as a record. Some stations have committees of listeners who they have these discussions with. If you do this, remember to change the members regularly so that you get new ideas from the community – not just the people on the committee.

These information-gathering systems will give you an informal idea of who the people are who contact the station and who participate in station programmes and activities, and how they evaluate the station and its programmes. It will also give you an indication of your listenership reach. Gathering the information in this way does not require special training; it simply requires

- organising the information that the station can get in this way. This means deciding what questions are most important, then making sure you get it;
- setting up and maintaining the information gathering systems;
- commitment from all presenters and station volunteers to consistently use the systems;
- remaining very aware of your own perspective when you summarise community or listenership feedback. Make sure that you reflect what they feel, and not what you want to hear.

This information is very valuable, and should be used to run the station. Its value lies in that it represents the people who contact the station, or who actively participate in the station. However, it does not accurately represent the people who never contact the station, but to whom you are broadcasting - in other words, your "silent audience". For certain purposes, you have to gather information that accurately represents all of your audience. In order to do this, you have to approach audience research in another way. This brings us to formal processes of audience research that can be done by community radio stations, if they receive special training and support from experienced researchers for a period of time.

For instance,

At Soweto Community Radio in South Africa, a listener called in to complain that they did not speak his language on the station. The management changed the language policy, realising that this could increase audience participation. Now the man is a regular caller and loyal listener.

Taking research to the audience

Even within this category of formal audience research, there are smaller, easier (or more convenient) research projects, and bigger, quite complicated projects. In both cases, the station can hear from "the silent audience", and to get more comprehensive and more representative information from the audience. This Audience Research requires working with experienced researchers in one way or another. For example:

- commissioning audience research: this means the station gets another organisation or institution (such as a commercial research agency, an educational institution, or an NGO) to do the research. The station needs to be actively involved in setting the objectives of the research so the research results are completely in line with station needs.
- establishing a research partnership: this means that the station participates in the research but gets another organisation or research agency to do some (or even most) of it. The advantage of this sort of partnership is that the station staff learns something about research.
- participatory audience research – training staff to do research: this means that the station takes responsibility for doing its own research in partnership with a research organisation. In other words, participatory audience research is done in partnership with a supportive research organisation.. This option requires specialised training, great effort and commitment from the station, as well as a lot of support from a researcher / research organisation at the beginning of the partnership. This option, however, allows the station to take control of their research so there is a constant flow of formal audience research information at a relatively low cost, over a long period of time.

Tips for Sustainability from this Chapter

- Even basic audience research is important for the station because it allows the station to continue meeting the needs of the audience and get support from other stakeholders
- Doing audience research means going out of your way to gather good quality information about your target audience, in a well planned way.
- Audience research can serve two purposes:
 - it is a way of getting important information from the community;
 - it is a way of informing the community about the station
- Some simple information gathering systems when you start broadcasting:
 - Short, simple questionnaires
 - Record the number and time of calls to the stations and some information about the caller.
 - Systematically record stories, complaints and any kind of response that the station receives from the community.
 - Invite listeners to discussions about programming
- Do not forget the importance of gathering information on the 'silent audience' -- those people who never contact the station.

Further Reading

'Understanding Audiences: A Toolkit of Evaluation Methods' Andrew Skuse,
International Commission for Humanitarian Reporting -Radio Partnership

Chapter Seven

Working With The People In the Station

A community radio station is built on the community. You ask the community to contribute because the station values them and because you want them to value the station.

This extends to how you deal with the staff who work in the station. In community radio stations there can be two kinds of staff: volunteers and employees.

Who is an Employee?

Employees are people who are paid money for the work that they do for the station. You can have full-time employees who work a full day or night at least 5 days/nights a week. You can also have part-time employees who only work at the station some

of the time. But the thing that they have in common is that they are paid for the work that they do with money.

Because they will be paid with money, you will want to see what skills they can offer and they will go through a job application process.

Who is a Volunteer?

A volunteer is someone who is not paid with money for the work they do for the station. These people contribute to the station, like when you help a friend or family member cook a meal. But volunteers can also be paid in ways other than money. They can be paid in ways that are easier for the station to afford, like training.

Because they will be helping out, you will need to negotiate with them to find out what they are interested in and when they would be able to come to the studio, just as when you ask a friend to help you do something.

If you want volunteers to give you CVs like employees, you might run into some problems. First, many community volunteers do not have the background and skills to work in radio like a professional. Secondly, many volunteers, especially older people, will not feel that the station really values them. Remember, an important role of any community radio station is to help everyone in the community to develop themselves.

Things to be done in the Station

There are five main areas of activity in a radio station:

Programming – making the programmes and selecting the music to put on air. This includes the producers, presenters and people who look after the music library. This may also include the news section.

Financial Management- managing the money that the station has and getting more for the station. The people who get money for the station are usually called sales people because they are 'selling' the services of the station.

Technical Department – looking after the equipment which the station has.

Personnel Management- looking after the people who work at the station, including organising training.

Administration– these people co-ordinate all the operations of the station.

Building The Station

It is a common mistake for many stations to find one person to do a job. But if something happens to that one person then you have a problem. The other problem is that giving the skills only to one individual means you are not helping the whole community to develop. So you are not serving your interests as station

management, which is to develop the community and stay on air. You should have people to do a job, not one person.

So in each of these areas of activity you want to have a number of people who share their tasks and responsibilities. We call this the brick model. The other model, where only one person does certain task, is the grass model.

(Place Figure 6 – Brick Model vs. Grass Model)

Some of the advantages of the brick model are:

- It's easier to replace people who leave
- It's a more democratic structure
- More people feel valued and responsible
- One person cannot take over the tasks for their own interests
- More people contribute ideas

This is why, in every area of your station, you should have a brick wall. This builds a station that lasts.

For instance,

Radio Atlantis has staff meetings every week. Every week a different person heads the meeting. The station manager has also created committees who have responsibilities for following up some decisions that are made at these meetings. This way everybody feels that they have a stake in the management of the station. The station manager says that this is good for the station, since he does not have a monopoly on ideas. It also means that he has many station managers in training. Interestingly, none of them want to take his job from him. He is a very popular station manager with everyone at the station. The people in the station feel valued. At the same time, he is trying to make sure that if he leaves there are people who can take his place. This sustains the station.

Sharing Responsibility

But shared responsibility does not mean no responsibility. One person can be told that they have to make sure that something gets done. This does not mean that they work alone. The next month somebody else could be given the same responsibility.

Training for Sustainability

Neither recruitment nor training should be done without a plan. It should be planned to help you serve your interests. First, you should think of what you need. For example, there you might need very special skills quickly in one area. This is why some stations have paid employees working with them. But even in this situation, all the staff in a community station need to share their skills.

Training is also an ongoing process. Here is a table that will help you figure out what training your station needs. (The first row has been filled in only as an example.)

Remember that your interests are: -the values in your mission statement
-being on air to serve that mission statement

Table on Skills Requirements

| Work Area | Jobs | How it serves interests | Responsibilities & Activities | Skills Needed |
|-----------------------|------|--|---|---|
| Programming Librarian | | Getting and keeping music which is important for station | 1.)Getting music for station2.)Helping producers/presenters find music they need3.)Keeping track of all music in station4.)Generally looking after the music in the station | 1.)Contact details for music distributors & local music groups2.)Skills to catalogue music, so it can be found when someone wants something 3.) Managing skills for those who use the music.4.)Basic maintenance skills to look after tapes |

When they think of training, many stations think of sending somebody away for training. But this is not the most important training that your station can do. While it is important to bring in skills which are not available in your community, it is more important to make these skills available in your community. This means sharing skills in the station. It goes back to the brick model.

Management cannot stop employees and volunteers from moving on. In fact, you should be proud of it. It means you have helped to develop them.

For instance,

Soweto Community Radio station in South Africa will actually help volunteers to find jobs once they have been trained and are ready to move on.

The important thing is to make sure that the station benefits from the skills that these individuals have. The way to do this is to get them to pass on the skills.

Something to Think About

How does your station make sure that staff are training each other? Are they happy with this? Are you happy with the results?

Important Tips for Training:

- Being exposed to ideas is more sustainable than getting money or equipment.
- Professionalism is about your ability to follow the values in your mission statement, not your ability to sound like other stations.

Managing the Volunteers

Everyone at the station does not need to be employees. This would present two problems:

- It does not allow new people to come in and participate very easily.
- It gets expensive for the station and affects your sustainability. Can you afford to keep paying everyone who helps every month, every year?

For instance,

One station received money from a donor and decided to pay everyone at the station salaries or professional fees. In two years, all the money had run out and they could not afford to pay all the employees anymore. Of course, the staff was not happy to

be working for free suddenly, and they were very upset. The station is in danger of having to close.

Volunteers can be paid with more than just money. You have to negotiate with them. Find out their interests. If they say they want money, find out why. Remember we don't always need money – usually we want it to do something we need. Find out what you can offer them. It is also important to realise that someone's interests are not always the opposite of what you want. To win in negotiations you both need to get what you want. Remember Exercise 4.1?

It is also important to understand any constraints they are facing. You can help them find a way around it. Having volunteers is one of the most important ways you can develop your community. It also allows you to have the community contribute. If the community have no access to the station they will not really feel it is theirs or that they are valued by it.

(ILLUSTRATION: Sketch of three animals wearing t-shirts with the label 'volunteer' and each is receiving the sort of food that he or she likes.)

Something To Think About

How often do you take new volunteers from the community?

How often would you like to take new volunteers from the community?

If you keep the same volunteers for three years, other people in the community cannot contribute. Soon these volunteers are seen as simply part of the station. Think about this, putting yourself in the position of your community.

What do you think is more important: Who volunteers or what the volunteers do? Is there a difference? What is the difference? How does your station deal with this? Does this approach support the station? How? Does this approach develop all of your community? How?

You need to know your interests and then find out how people can help you meet those interests. Maybe people can help the station in ways that you have not even thought of. No one person has all the ideas.

There may also be laws in your country that affect the way that volunteers can work at the station. You should look at the legislation to make sure that you are not breaking it. If you do break the law, then you are in danger of having to pay a fine or getting closed down. This would not be very good for your sustainability. It is also important that you have volunteers sign something that shows that they understand what is expected of them and they know what they can expect from you.

Applying The Brick Model to Volunteers

Some stations depend very heavily on two or three volunteers. It is always best to have many volunteers, each one helping a little. This is like the brick model. If one of them leaves, it is easy to replace them. It is also easier for you because the more people you have at the station, the more people you have supporting the station.

When To Give Volunteers Money

You can pay volunteers as compensation for transportation, meals, clothes or other expenses they have when they work for the station. This is not paying them for

work but just making sure they do not lose money by working. If you do this you need to negotiate with the volunteers and be very clear about what they are being compensated for.

Sharing the Vision

People in the community volunteer because you value them, and because they value the station. It is very important to show the volunteers at the station that you value them. The truth is that a community station needs volunteers, so do not treat them badly. Be open with them about your problems. Seek solutions with them. Share your plans, and this way they feel they are part of a station that is working.

Things you can do to build confidence with volunteers:

- Make volunteers part of management. If there are already volunteers who are in positions of management, make sure the other volunteers know this.
- Do not hide the accounts from the volunteers. Give them some basic training so that they can understand how the money has been spent. This is very important for building trust. If the community feels they cannot trust you, you will lose their support.
- Be sure that you can explain why you have employees (Is it a particular skill?) and why they are paid what they are paid. It is important not to let salaries create big divisions between volunteers and employees. The best way to do this is to spread the money around in your station. But remember it is more sustainable to pay many volunteers a little compensation than to have everybody paid as employees.

Personnel

It is very important to schedule the time of the volunteers, especially if they are only coming in for a few hours a week. You need to be sure that everyone is doing something productive, from your point of view and from theirs. For everybody in the station, it is a good idea to have a handbook that shows them what the rules are and how they are expected to behave. This includes management, volunteers, staff and even your board of directors. See Chapter Thirteen.

Whoever is in charge of organising the personnel should also be sure to schedule training for the people in the station. This ensures that skills are being shared amongst the staff at the station.

Managing Conflict

People need certain things from you as a manager to be able to maintain or improve their performance:

Information

Training

Time

Equipment and materials

Direction

Support

There are different types of staff and some may need more of one kind of support than another. Below is a drawing with the different sorts of people. We will imagine that they are like animals.

(A drawing of animals around a table – formerly figure 12.)
ILLUSTRATION

For example, someone who is very negative like the porcupine will need more time and information so that he or she can see the value of a particular task. Someone who is shy like the deer may need more support and direction until they are brave enough to be more direct with the other staff.

Something to think about

For each animal look at the list above and say which kinds of support you think they may need most of.

Which animal do you think is most like you?

What does this say about the way you deal with other people?

Do you think that different groups in your community could be compared to some of the animals as well?

Negotiating Solutions

If there is a problem between two people or two departments in your station, it is important to find out why there is a conflict. This means you will need to find out what their interests are in the situation. For example if they are fighting over money, what do they need the money for? What will it take to make them happy? How can they both get it?

Tips for Sustainability from this Chapter

- This chapter offers some ideas about how to manage people in a way that serves the interests of the station.
- You ask the community to contribute because the station values them and because you want them to value the station.
- Staff are people who are paid money for the work that they do for the station.
- A volunteer is someone who is not paid with money for the work they do for the station.
- Try to have more than one person doing one job.
- In every area of your station, you should have a brick.
- It is very important that skills are shared in the station.
- Volunteers can be paid with more than just money. You have to negotiate with them. Find out their interests and constraints.
- No one person has all the ideas.

Further Reading

'Leadership Training Manual'; Joint Enrichment Project; 1998; South Africa

Chapter Eight Working With People on the Board

What is the Board

It is always a good idea to have a group of people who the station's management must answer to. This group is commonly called a Board of Directors. There may be many different names for the Board, but the role should remain the same.

For instance,

At radio Xai-Xai in Mozambique, the station's co-ordinator or the co-ordinating team reports to a management committee. In this case, the management committee would be the Board, and the co-ordinator and co-ordination team would be the station's management.

The Board plays an important role in your sustainability. It can help you to manage the support you get from several of your stakeholders. It also allows the stakeholders to feel that their interests are really being considered in the station. The fact that there is somebody other than management to do this is very important for them.

You may want the structure of your station to look something like Figure 7a.

(Place Figure 7a here – Diagram of station.)

The Role of the Board

The Board is there to support the station.

The Board provides this support by making sure you look after the interests of stakeholders in the station and by promoting your interests to the stakeholders. Often the management will put what the Board decides into practice, especially plans relating to stakeholders. But the day-to-day operations should be left to the management. There are two reasons for this:

- If the Board does not allow the staff to contribute, the people at the station will not feel valued. This will make them unhappy, and they may stop working. This means the station is no longer sustainable.
- If the Board becomes too involved in the station they will no longer be seen as independent. This makes it more difficult for the Board to resolve conflicts if they arise.

For instance,

Radio rurale de Kayes in Mali is one of the oldest radio stations in Africa. The board there has created several committees to support the station on their various plans of action. Representatives from these committees then form part of an executive, which reports to the Board on what has been done. This way the Board has created a way of showing their support for the station but without becoming too involved.

Legal Responsibilities of Boards

It is very important that you check the laws in your country to make sure that the Board does what it needs to. Meeting these legal responsibilities is one way that the Board may look after the interests of the government (one of the stakeholders) in the station.

It is worth remembering that if you do not follow the laws of the country, the authorities could close you down and this is not sustainable.

Results of Having a Strong Board

The most important thing about a Board of Directors is that you remember they are meant to support the station. This means that the Board is there to support the values of the station as they are expressed in the mission statement. They are also there to make sure that the station is accountable for the contributions that stakeholders have made, and to help the management represent the station's interest to the stakeholders.

What This Means for You

There are many ways that the Board can offer you support:

- Allowing the community to trust you

We have already seen how the community might have certain assumptions about how a radio works. If people they trust are in a position of power at the station, they will find it easier to believe the station is working for them.

- Allowing the development agencies to trust you

Most development agencies or donors have conditions for giving their money, and are usually concerned that the money they give will be managed properly. The station's manager will have to present reports to the Board on how the money was spent, which encourages them to manage it properly.

- Allowing the government to trust you

Some governments may require you to have a Board. This shows the government that your management is accountable to the community and that you are more likely to be doing what you said you want to do.

- Providing you with people who can help support the station

It is a good idea to put people on the board who will be able to offer the station skills and materials that you may need. This may mean having an accountant on your board to help you to manage the money. But be careful that when someone gives you help, you are not expected to do them favours which are not in line with your mission statement. The Board should actually be able to help guard your independence. This is one way of looking after the interests of the other stakeholders.

- Solving conflicts within the station

The board can act as an independent body in the station who can listen to and resolve conflicts amongst staff and volunteers. It is important though that you have some rules written down saying how staff and volunteers are expected to behave. The board can also be very helpful with these rules.

One way that you could manage the board to get the results you want is to keep them interested and happy.

How Do You Form A Board

There are many things that you can do to make it easier for the board to support you. .

Have the board elected by the community.

This allows the community to contribute to the management of the station. It also helps to convince the community, the donors and the government that the process of community radio is more important than any one person at the station. The elections

can take place at a large community meeting. If the station has a club or an association, the elections can take place at the Annual General Meeting of the members.

Tips for elections

- Have the rules for the elections and what is expected of the Board members written in the Constitution. This way everyone agrees to the way that things will work from the beginning and you can avoid problems.
- Make sure that as many stakeholders as possible attend the elections. This allows everyone to have their say and means less people are likely to be unhappy with the people elected. The best way to do this is to plan way ahead of the date and publicise the meeting as well as possible.
- If possible, have someone from outside the community officiate at the elections. This means that there is less chance of people accusing you of any unfairness.

Change the board members regularly.

It is natural for any organisation to go through different stages of growth.

| | |
|------------|--|
| Forming | This is where everyone comes together |
| Storming | This is where everyone tries to work out their roles |
| Norming | This is where everyone begins to value their roles |
| Performing | This is where the structure begins to see results |
| Adjourning | This is where everyone begins to lose interest |

(ILLUSTRATION: A series of five cartoons with a few animals illustrating these phases.)

When you change the Board members often, you bring in new ideas to the station and members who have lost interest can be released. Be careful though that you do not change the Board members so soon that they do not have time to contribute. Allow at least one year. Even three may be okay, but you will have to see what works best for the station.

Have set positions within the Board.

For example, you might say there is always a position for someone who must be good with money. This position is called a Treasurer. There might be another position for someone who understands legal issues. Maybe there are these people in your community, but many may need to learn these things if they are elected to these positions. The point is that you are sure that there is someone on the Board who can help with these issues. But remember, while one person may know more about certain issues on the Board, all decisions still have to be agreed on with the remainder of the Board.

Invite certain organisations to participate.

By inviting some organisations, you are offering them a chance to share in the responsibility for the station. Choose organisations that can support the values in your mission statement. Also choose organisations that can help to support you and the community. Maybe you cannot make sure they are elected but often the community will see the value in having them elected.

Some stations will use boards from other organisations, especially if the stations are to be co-managed by that organisation. But even if you have done this, you need to

clear with the board about what support you need for the station. (The Board provides this support by making sure you look after the interests of stakeholders in the station and by promoting your interests to the stakeholders.)

How the Board Develops the Station

It is possible to negotiate with your board. Remind them that it is in their interests to help the station sustain its values and interests. Without the station there would be no board. The more successful the station is, the more successful the Board is.

The most important thing that the Board can do is make sure that the values of the station are followed in all of its activities. For example here are some of the activities that the Board can help with:

- Approving the rules on staff and volunteer management
- Approving the rules on fundraising (this includes advertising)
- Approving the rules on the role of the Board
- Approving rules on programme broadcast and production
- Help prepare a statement at the end of the year on what has happened to the money the station had. (This is called a financial statement.)
- Attend important meetings with anyone who is giving the station a lot of support.
- Meet regularly. In fact, unless there is a problem you may not need to have much contact with the Board apart from at these meetings.

It is always a good idea to set aside a day or two to work with a newly elected Board so that they understand what is expected of them. You may use this time to go through the rules or guidelines on their role, to explain any decisions that were made by the previous Board and any plans which you are working on. It is also a good idea to keep one or two members from one term to another to help the new board members.

When You Need To Change The Rules

It is important to look at all the rules you set for the station every year. This allows you to see if these rules are still supporting your interests:

- The values in your mission statement
- Being on air to support those values

There is a simple process for this.

(Place Figure Seven – Review cycles)

It is very important to have the Board help you with this. It allows everyone - the community, the donors, the government - to trust that you are not changing what you say you want to do.

For instance,

One radio station realised that the community that they were meant to serve was going to be moving. So the Board advised them to start servicing another community in the area. The problem was that all of the money that the station was receiving was to service the first community, not the second. The donors were not advised of this.

The station quickly began to serve the second community much more than the first, instead making of a slow shift, as the Board had intended. The donors could have stopped supporting the station if they had found out that all the money was being used to support a different community. The Board advised the station to make the shift in focus more slowly, so that the station could not be accused of misusing the donor's money. This is a good example of a Board:

- i) Making sure the management considers the interest of the stakeholders
- ii) Helping management review their actions to safeguard their sustainability.

Tips for Sustainability from this Chapter

- The board is an important way to get the continued support of your stakeholders.
- It is always a good idea to have a group of people who the station's management must answer to.
- The Board is there to support the values of the station as they are expressed in the mission statement.
- The most important thing that the Board can do is make sure that the values of the station are followed in all of its activities.

Further Reading

'L'Administration de Radio Communautaire: Un Guide Pratique'; Association de radiodiffusers de Qubec; 1996

'Training for Transformation: A Handbook for Community Workers Bk1'; Anne Hope & Sally Timmel; Mambo Press; Zimbabwe; 1984

Chapter Nine

Working With The People With The Money

People who have money have interests, just like you. They will give the money, if it meets their interests.

First you will need to identify the people with money.

Look at Exercise 2.2, where you made a list of all the people the station comes into contact with. Who among them can give you money? Try to put these people into groups.

Do your groups look like this?

Development agencies

Businesses

The government

The audience

If there are groups that are not here, this is not a problem. We will look at how you can work with the groups that are listed here and this will give you ideas for how to work with other groups that you may have in your community.

Negotiation Tips

1. Think Strategically

Can the station provide valuable information, exposure, contacts, services and experience for the other party?

2. Do research

Know the people you are approaching. Try to understand where they are coming from and the problems they are having. This also means that you can ask for the sort of support that they are most able to give.

3. Identify self-interests and common interests

If you have done exercises one and two, you can easily identify your own interests. The challenge is to think creatively about who might be interested in helping you meet these. This is where it is very important to ask all the staff for ideas.

4. Consider a broad range of resources

Partnerships need not always get you money. It is important to remember what you want the money for. This may be equipment, skills or services.

5. Communicate, educate, inform

All too often, a station invests heavily in getting support, without doing follow-up after the investment. For partners to remain involved, stations must be willing to do the follow-up that 'protects the investment'.

6. Evaluate and learn

The station must learn to decide whether the effort of negotiation is going to be worthwhile. Sometimes groups with common interests may carry more cost than benefits for the station. Was it worth the effort? What did you learn? Who benefited and in what ways? What has changed?

Development Agencies

These agencies are there to support development in your community. Some of them may be governmental agencies, meaning they represent a particular government, and others may be non-governmental agencies, not linked to any government at all.

However, these agencies, like your station, have their own values that they think the community most needs to develop. What you have to do is identify what these values are and see if you have any in common. Chances are that you do.

Then you show them how they can help you in a way that is in keeping with their interests.

For example, you might produce a series of programmes on HIV/AIDS awareness and get an organisation that is focussed on health or AIDS-prevention to sponsor the costs of the programme.

The next exercise will help you to analyse the donor agencies in your country.

Exercise 9.1

Step One - Make a list of all the donor agencies which are operating in your country. Maybe you can get this information from your government.

Step Two - Find out what their interests are. What sort of issues do they deal with?

Step Three – What could you offer each of them?

Many of these organisations will have constraints. These are what they call the 'terms' or 'conditions' for funding. You will need to meet these conditions before they will give you the money. Once you know what the constraints are, it may be possible to find a way around them without losing your values.

For instance,

PANOS in West Africa, is a non-governmental organisation or NGO that funds many community media stations. However, to be able to get funding the station has to be linked to an association or organisation. This means that the station may need to form an association or organisation. Some stations will also approach already existing community organisations that have similar values to theirs, and form a link.

Businesses

Businesses are interested in promoting themselves so that they get more customers, or avoid losing the ones that they have.

There are a few ways that you can get money from businesses.

- For advertising
- For sponsorship
- As donations

All of these will mean that the station has to promote the business or that the business is interested in developing the community in the way that you want to. How you get the money will depend on a few things:

- The laws affecting your station.

To begin with, you need to find out if you can advertise on air. If you cannot advertise on air, this is a constraint and you may have to look at one of the other ways below to get support from businesses. You may also want to look at lobbying your government for more supportive laws. (See Chapter 4)

- The amount of competition the business has in the area.

Is it possible they will lose customers to someone else? If there is no competition, it means that they are not concerned about losing customers. But maybe they have other concerns. Do they want more customers? Do they want more products? Talk to them.

- The values of the people in the business.

This is why it is important to talk to the people in business. Find out:

- What they think radio can do for them.
- What they understand community radio to be
- What they want your radio to be

People in business have learnt their values, and you may have to convince them that your radio can actually help them.

For instance,

Soweto Community Radio used three ways to attract business advertising to the station:

- i) They made ads for some businesses at no cost when the station first started broadcasting. This was a way of promoting the station to the businesses (people in the business would start listening to the station) and proving what they could do for them.
- ii) They also charged low rates to attract businesses that might not have budgeted for advertising.
- iii) The station also invited business-people in for workshops to teach them the value of advertising.

Within seven months of going on air, businesses were lining up to advertise with Soweto Community Radio.

You could approach any business that operates in your area. They do not have to be based in your community. Approach national businesses and even international businesses.

For instance,

Bush Radio in South Africa ran a programme about issues around taxis. The programme was called 'Taxi Talk' and was sponsored by Caltex, a petroleum company. It is a good example of finding common ground. The company wanted to show interest in issues affecting taxi owners and drivers, so that they could get more petrol customers, and Bush Radio knew the community was interested in this issue.

Your Independence

Remember that you are going to these organisations to help you serve your interests. You cannot let them change your values. If they give you money, but you are not using the values in your mission statement then you are not the station that you wanted to be. Then you have not sustained yourself.

You are there for the community, not the business people. This means that you may not want to advertise some products because they are not good for the community. Or you may not want to say certain things about the business, if you are not sure that it is true.

Which local businesses in your area can help to serve your interests? Exercise 9.2 will help you to think about that.

Exercise 9.2

Step One - Look at the list of the values that you made in .

Step Two - Think of the businesses that sell in your area.

Step Three -What do your values mean for each of them?

The Government

Getting money from the government is an option. In Mali the government has a Press Support Fund which is given to all independent media every year. Some governments can also offer help by lowering taxes for community radio.

Talk to them, explain what you need and understand what they can do for you. It is important not to see the government as your enemy. In fact, you are both there to help the communities.

In exercise 9.3 helps you to look more closely at your government as a donor.

Exercise 9.3

Step One – Make a list of all the things you use which come from the government. Some may come from agencies associated with the government.

Step Two- What would you like from the government or the agencies?

Step Three- What could you offer each of them?

Your Independence

This can be very important when you are dealing with the government, especially local governments. It is usually not the intention of community stations to be enemies of the government and it is important to remember this. But you do have to serve your community. It is important to remind them of this. We have seen how Radio Bamakan in Mali proved to the government that they were not interested in supporting any one political party. But maybe you are interested in supporting a political party. Whatever your interests, you have to find the common ground with yourself and the government.

Ways to Keep Your Independence with the Government

Look to the legislation: In Chapter Four, we told you about Radio Kwezira in Tanzania, who make sure that all their staff know about media laws. Like them, you should make sure that everything you do is allowed.

Let the community know what is going on:

Make sure that the community understands that this is what you have to do for the government and that it is not necessarily what you believe. For example, if there is an election and the local representative says that you cannot talk to other candidates, let the community know this. You could even help them to change the laws.

The Audience

All community stations would like to believe that their audience is the community but this is not always the case. The only people in the community who will support you are the people who listen to you. This is your audience.

People in the audience have their own interests, which may also be needs.

Remember ? You should show your community how you are meeting their needs:

- Inside of themselves
- Outside of themselves

The Needs Inside

This is why it is so important to talk to your community when you are establishing the station. Getting their input during the development of the station helps to prove that your station is helping people to develop themselves. It also proves that the station is not only for them but also by them. For example, Radio Tabale in Mali was able to get all the money they needed to start with donations from the community.

If you have already set up the station, then you need to start proving to the community how the station is meeting their educational or social needs. Find out what else you can do that is in their interests. This may mean:

- Setting up regular meetings with the audience and the community
- Drawing up a list of programmes you have done

The Needs Outside

You might be able to help the community to negotiate for things they need, or there may be things that you have not thought of on that list. In fact, you could look into providing any service that does not exist in your community.

For instance,

- i) Okenerei Radio Station in the Maasai Step in Tanzania was able to install FM bands for people in the community who previously only had radios with AM.
- ii) Radio Kwezira in Tanzania have started making greeting cards to sell to the community. They also use these cards to trace family members for the refugee communities they serve.
- iii) Radio Rurale de Kayes in Mali also runs a guesthouse for visitors to the town of Kayes.

Start by thinking of what your station has that you can offer. For example, it is common for stations to make money by offering a message service to the community. People can come to your station and ask you to read a message for them on air.

Something to Think About

Think of your family and make a note of anything that you may have wanted over the last year or two. Can you help to meet that need?

These things prove your value to the community and make it easier for you to ask them for money.

One idea for getting support from the community is to have a membership club as we have seen with Radio Zibonele. Community members can pay a small fee to become a member of the station's club. This club should provide them with certain

privileges – like buying a bit of ownership of the station. Of course, membership has to be attractive to them.

Remember also that no contribution is too small.

Be Open with The People in the Community

You must realise that most people in the community will not understand what your station is doing at first. They will probably think that radio stations are big businesses with professionals. Many will find it hard to believe that you need money from them. So you need to be open with them about where the money goes. You could even use their money to buy equipment so that they can see exactly what you do with it. It helps of course if you have a Board of Directors who come from the community. The community may find it easier to trust them, especially if the Board changes regularly and anyone can join.

Approaching These People

It is important to keep your expectations in line with what people are able to give. Put yourself in their position and consider two things:

- What they can afford to give
- What they are willing to pay for

For example, if you have a club for the station, the membership fees should be low enough that everyone can join. It is better to have 2000 people pay 10 shillings than 10 people pay 100 shillings because you get support from more people in the community.

It is important to have a plan when you approach these people. There is a table on the next page that will help you think of what they need.

Type of Information - think of what they will be interested in knowing. For example, businesses are not interested in paying the same thing that other stations charge for advertising. They will only pay for the number of people your station reaches. So it is important to give them that information.

Form of information – Are you going to talk to them? Or is it better to write it down? This depends on if they need to share the information with other people. It also depends on whether they can read or write.

Benefit to the Station – This is very important. You cannot negotiate with someone if you do not know what you want from them.

(Place Figure 8 – ‘Communicating w/ Stakeholders’)

The Rate Card

The rate card lists the cost of advertising on the station for businesses to see. Below is an example of one from Barbiton Community Radio station in South Africa.

(Rate card copy here)

Business Plan

A business plan is really a description of your station. It is important to get the support of many of the people who you may get money from, because it explains the sort of plan that you have for your station and proves that you are serious about what you are doing.

A Business Plan usually includes the following:

- I Table of Contents
- II Executive Summary- The most important points of the plan on a page or two.
- III General Description of the Business- The history and mission statement of the station
- IV Services- Explain exactly what your station will do.
- V Marketing Plan- Explains who your market is and how you will get them to support you.
- VI Operational Plan- Explains the way the station works. See Chapter 13.
- VII Organisational Structure- Explains who is responsible for what
- VIII Financial Plan- A budget for the next three years. See Chapter 11.
- IX Appendices- Any documents that support what you are doing.

Whatever you decide to put in your business plan or however you decide to organise it, the plan should tell anyone who is reading it:

- The goals and values of the station
- The history of the station
- The structure and organisation of the station
- The services the station offers
- How the station makes money
- How much money it makes
- How much money it plans to make
- How much money it plans to spend

It allows potential supporters and donors to judge the value and chances of success for the station. But it is also very important for the station's management:

- It is like a map for everyone involved
- It helps directors to see where there might be a problem
- It helps during short-term decision-making
- It sets goals so you can see where you are going

Before you start to distribute your plan, here is a quick exercise you should do to make sure that it is okay.

Exercise 9.4

Step 1 – List all the major points in your services, marketing plan, operational plan and structure.

Step 2 – Check these points for the following:

'In the Budget' – this means that your financial plan shows the income or expense for this point. For example, if you are distributing T-shirts in your marketing plan, there is an expense for making the T-shirts in the financial plan.

'Important Value' – this means that the point serves the values of your mission statement and your ability to go on air to serve that mission statement.

'Proved' – this means that you can support the importance of this point with experience or documents

'Agreed'- this means that the point has been agreed to by all internal stakeholders (Internal stakeholders are the Board, the station staff and the community.)
 Step 3 – If you can answer yes for all the major points in the checklist, then the business plan is probably ready.

For example:

| Major Point | In The Budget | Important | Value | Proved | Agreed |
|-----------------------|---------------|-----------|-------|--------|--------|
| Move to bigger studio | Yes | Yes | Yes | Yes | Yes |

The Importance of Accountability

When you receive a contribution from someone, you become responsible to that person or group for what you have received. You need to be aware of this if you expect them to give you more contributions. For example, if you receive money from a donor agency you will need to explain what is happening with the money to prove that you are delivering on your side of the deal after the negotiations.

Things which you can do to help your accountability:

Write progress reports on the station's activities

Write financial reports that explain how you have spent the money

Accountability is an important part of sustainability. It is not enough to get the resources that you need -- you also have to manage them.

Time Is Money

When it comes to the work of the people in the station, time is money. For example, imagine that you made a necklace of seeds. The seeds cost you no money because you picked them up from fields near to your home. You spent two days to make the necklace, one day looking for the right seeds and another day stringing them together. Would you be happy giving the necklace away in the market for free? You need to cost the time you spent working on the necklace. The price you charge has to consider the two days of work that you put in.

You should also do this with any services the station offers. This includes work done by volunteers, because you need to pay for expenses that they have when they work, like transportation to the radio and any food they eat.

You would only give a free service if it is for a friend, and then your reward would be their friendship. It is the same with volunteers who give their work free. But you need to know exactly what the reward is that they are expecting.

Other Resources They Offer

Money is not the only way that any of these groups above can support you. It is always important to remember what you need the money for.

For instance,
Radio Katatura in Namibia was able to get many things from four development agencies when they started. Only two of them gave them money directly.

For instance,
Radio Winterveld in South Africa was able to get a new building from a local businessman.

For instance,
The Institute of Social Communication in Mozambique is setting up a new station and was able to get equipment and materials to build the studio from the local government.

For instance,
The listeners of Radio Zibonele promised to furnish the new building for the radio station.

This proves the importance of talking to your partners. Often they can help in ways that you had not even thought of. What is important is that you know your interests and goals.

Tips for Sustainability from this Chapter

- Having money is a major part of being sustainable and the chapter suggests some ways to get money
- People who have money have interests and they will give the money if it meets their interests.
- For development agencies, identify what their values are and see if you have any in common.
- Businesses are interested in promoting themselves so that they get more customers or avoid losing the ones that they have.
- You are there for the community, not the business people.
- Ways to Keep Your Independence with the Government:
 - Look to the legislation
 - Let the community know what is going on
- Prove your value to the community and it is easier to ask them for money.
- Money is not the only way that any of the groups above can support you.

Further Reading

'Life Beyond Aid : Twenty Strategies to Help Make NGOs Sustainable'; Lisa Cannon; Initiative for Participatory Development/INTERFUND; South Africa; 1999

Chapter Ten

Working with The People in the Support Services

There are some organisations that may not provide money to you directly, but you will encounter them regularly because they are meant to provide you with different kinds of support.

The reason the station works with these institutions is to build capacity. Building capacity means that you improve your abilities and skills. This is important because the more skills and abilities the station has, the stronger it is. This increases your chances of sustainability.

There are seven areas where you may want to build your capacity:

- Management Practise
- Staff skills and satisfaction
- Access to Money
- Ability to Serve the Community
- Relations with Stakeholders
- Long-term Planning
- Effective Boards

(Place Figure 9 here from page 15 of 'Life Beyond Aid')

The next exercise will help you to think about your training needs: what they are and who can help you to meet them.

Exercise 10.1

Step 1 - List the seven areas above and then give the station a mark out of ten for how well you think you are doing in each skill or ability.

Step 2 – What do you think you would need to have full marks on each skill?

Step 3 – What organisations would be able to help you get what you need?

| Step One | Step Two | Needs to Improve | Step Three | Who meets needs |
|----------|----------|------------------|------------|-----------------|
|----------|----------|------------------|------------|-----------------|

| | | | | |
|-------------------|-------|--|--|--|
| Areas of Capacity | Marks | | | |
|-------------------|-------|--|--|--|

| | | | | |
|---------------------|--|--|--|--|
| Management Practise | | | | |
|---------------------|--|--|--|--|

| | | | | |
|-----------------------------|--|--|--|--|
| Staff skills & satisfaction | | | | |
|-----------------------------|--|--|--|--|

| | | | | |
|-----------------|--|--|--|--|
| Access to Money | | | | |
|-----------------|--|--|--|--|

| | | | | |
|----------------------------|--|--|--|--|
| Ability to serve Community | | | | |
|----------------------------|--|--|--|--|

| | | | | |
|--------------------------------|--|--|--|--|
| Relationship with Stakeholders | | | | |
|--------------------------------|--|--|--|--|

| | | | | |
|--------------------|--|--|--|--|
| Long-Term Planning | | | | |
|--------------------|--|--|--|--|

| | | | | |
|------------------|--|--|--|--|
| Effective Boards | | | | |
|------------------|--|--|--|--|

It is very important that you do this exercise at least once a year. Your capacity needs may change and the organisations available to help you will also change.

The places offering support services may be training institutions, information networks or community-based organisations. Whoever they are, the principles of negotiation remain. You will need to know what your interests are and what their interests and constraints are. Then you will need to develop a working relationship where everyone stands to benefit.

When you work with these support institutions, which may not give you money directly, you need to know exactly what you want money for -- they maybe able to give it to you.

For instance, Radio Atlantis in South Africa wanted to do an audience survey. Normally, they would need money to do this, but they went directly to the University and asked them to do the survey. The university was interested because it was a good exercise for the students.

Taking Control

If you have done the previous exercises, you know exactly what your interests are. As in all negotiations, you have to make sure that the relationship you have works for you as well as the person you are working with. So, as always, do not be afraid to say what you want. You can even explain why you want it. If you do not know what you want how is anybody else going to know?

Remember that the point of negotiation is not to stop the other person from getting what they want but for you both to get something from this.

For example, if there is an organisation that offers training to radio stations you can go to them and say exactly what sort of training you want. If they do not have it already then maybe both of you can approach a business or a donor agency to pay for the training. This way the institution does the sort of work that they want to do, they make money for it, and you get the training that will build your capacity.

Tips for Managing Partnerships

Write it down.

If you write it down then everyone is clear about what is expected of them from the beginning. Sometimes it maybe necessary to have a contract. (See Chapter Eleven)

Be accountable.

When a 'deal' is done you have a responsibility to carry out your side of the bargain if you want the other group to do their side of the bargain. This is especially important if they have already carried out their side of the bargain and your side will take longer. For example, if a donor agency gives you equipment, you need to show you are producing programmes or letting the community use the equipment in the way that the donors expected.

Evaluate with your Partner.

Find out if they are happy with the way things went or the way things are going. Good negotiation is when both sides are happy. After you have worked with them, go back and talk to them and make sure they are happy. If they are not, find out why. You will improve your capacity to deal with stakeholders if you learn from your mistakes and problems. And, in every organisation, there is always room for improvement.

Share the Information.

Remember that the point of any negotiation or partnership is to build the capacity of the station. This means that the station has to benefit from it. This can only happen if everyone in the station knows what is happening. Also if you are not around then at least the station can still sustain the partnership or the benefits of the partnership. (See the Operational Plan in Chapter 13.)

Tips for Sustainability from this Chapter

- Building capacity means that you improve your abilities and skills. This is important because the more skills and abilities the station has, the stronger it is and this increases your chances of sustainability.
- With support institutions, you should know exactly what you want the money for because they may be able to give it to you.
- Do not be afraid to say what you want. If you do not know what you want how is anybody else going to know?

Further Reading

'Leadership Training Manual'; Joint Enrichment Project; 1998; South Africa

Chapter Eleven

Managing The Money

The success of a community radio station is not about how much money it has. But you will not be a successful community radio station if you do not manage your money properly.

Profit and Loss

If the station is to stay on air you should make sure that you have all the money you need to make all your payments. This means that the money that you receive should be the same as the money that you pay out.

- The money you get in is known as revenue.
- The money you pay out is known as expenditure.

Revenue that is used to make payments is really your cash.. You may receive more money than what you pay out. The money that is left after your expenditure is what is known as profit.

Revenue – expenditure = profit

This profit is then used to increase the wealth of the station or the community because the money is used to support the values of the station for the community. When you spend your profit, this is called an investment.

If you spend more than your income then you have made a loss.

This is very simple but stations often make mistakes with their calculations and may actually be spending more than they should. For instance, your revenue may come in after your expenditure. This could mean that although you are not making a loss, you have no money to pay your bills. What this means is that you have to plan your expenditure and your revenue to make sure:

- You are not making a loss.
- You have money to pay for expenditures when you need to.

To do this, first, we need to understand exactly what makes up our expenditure and our revenue.

Where The Money Goes

There are generally two types of costs that your station will have:

Fixed Assets– These costs would involve purchasing equipment for the station. The purchases will be for the studio and will include general office equipment. For example, a mixing desk or telephones are both set-up costs. These costs are commonly referred to as Capital Purchases. Over time you may need to make these purchases again – like when you change the location of the station – but generally they are not regular payments.

Running Costs – These are costs that you will have to pay more often.

For example,

Vehicle and transport costs may be paid daily.

Volunteer expenses may be paid weekly

Staff salaries may be paid monthly

Insurance costs may be paid annually

Then there are other costs like tapes that will be made every few months

These expenses need to be planned so you can be sure that you have cash to pay them out. Cash comes from your income.

There is one thing you need to consider as part of your running costs: Depreciation

When you buy equipment, the suppliers will tell you how long it will last. If the mixing console costs 100,000 shillings and will last for five years that means that every year you use 20,000 shillings of its value. This money has to be taken into consideration as an expenditure. This way at the end of five years, you have enough money to buy another mixing console.

Where The Money Comes From

There are generally two sorts of income that the station will receive:

- Trading income – This money comes from the activities of the station like advertising, sponsorship and so on.
- Non-Trading Income – This money is given at the set-up stage or to improve your service and facilities. This includes donor grants and donations.

The major sources of income are:

- Advertising – Selling products on air for some companies
- Community membership fees or subscriptions – In exchange for their donations the community members become part of some sort of organisation or club
- Sponsorship – Similar to advertising but it just raises awareness of business by its association with a particular programme, which the business has paid for.
- Promotions & Events – The station can organise activities like bake sales or concerts, and use the money raised at these activities. Staff, volunteers and community supporters can contribute their time to prepare the event. The radio station can use its own air time and membership base to promote the events.
- Public Service Announcements – These might be messages from organisations like the electricity company giving people advice. They might also be personal messages from the community.
- Providing additional services to the community – For instance, the greeting cards that Radio Kwezira in Tanzania design.
- Grants – Usually money given by developmental agencies

Basic Book-keeping

The cash book is a record of the payments you make and the money you receive.

For your cash book there will be two sections; one for payments and one for money received.

Here is an example of a cash book for part of the month of June.

Receipts for June 1999

| No. of Voucher | Date | Description | Training | Personal Announce-ments |
|----------------|----------|-------------------|----------|-------------------------|
| | | Sponsorship Total | | |
| 354 | 02/06/99 | T. Ndlovu | 10 | 10 |
| 355 | 04/06/99 | L.Ncube 30 | 10 | 40 |
| 356 | 05/06/99 | R. Makaronda 30 | | 30 |
| 357 | 05/06/99 | B. Chiriga 30 | | 30 |
| 358 | 07/06/99 | Red Spot | | 450 |
| | Total | 90 + 20 | + 450 = | 560 |

Payments for June 1999

| No. of Voucher | Date | Description | Promotion | Program-ming | Salaries |
|----------------|----------|-------------|-----------|--------------|----------|
| Total | | | | | |
| 434 | 01/06/99 | L. Garise | 100 | | 100 |
| 435 | 02/06/99 | H. Mawire | 40 | 40 | |
| 436 | 02/06/99 | A. Nkomo | 20 | 20 | |
| 437 | 03/06/99 | K. Ngugi | | 300 | 300 |
| 438 | 04/06/99 | S. Williams | 60 | 60 | |
| Total | 120 | + 100 | + 300 = | | 520 |

Balance from May (previous month) x
Add receipts from this month 560

Less expenses from this month 520
Balance carried to July (next month) = (x + 560 – 520)

Planning With The Money

If you have a fairly good idea of your expenditure and revenue over a period of time you can then calculate whether you are making a profit or a loss.

The Break – Even Chart

The 'break-even' point is the point where you are not making a profit or a loss. In other words, your expenditure and revenue are even.

Fixed costs are payments that you have to make, no matter how busy you are. These are also known as overheads and will cover things like rent, salaries and depreciation.

Variable costs depend on how busy you are. In radio variable costs are low but might include your telephone bill and sales materials.
(Place Figure 10 here – Break-even Chart)

In the following exercise, you will look at your fixed and variable costs.

Exercise 11.1

Think of your household.

Step One - Make a note of all the things that you consider revenue every month.

Step Two - Make a note of all the things that you consider expenditure every month.

Step Three -What things would you say are variable costs and what would you say are fixed?

Step Four - Now try to do the same with the station over the period of a year.

Guesstimates

What you have done in activity four of Exercise 11.1 is actually a 'guesstimate'. You are trying to guess what money you will have over the next year at your station.

The financial management of your station will often require you to guess – or estimate – revenue and costs. Bookkeepers and accountants are often concerned with what happened to the money in the past. Understanding what happened with the money in the past is important to for your planning and financial management. It helps you to understand if you need to be making more money or spending less if you want to continue to work as a station.

But the planning of your station will also be based your guesstimates for the future. Of course, information about what you spent in the past or what you made in the past will be helpful here as well.

Below is a Guesstimate table. Compare it with what you have from activity four of Exercise 11.1. Fill it out completely.

You can use different colours to show how sure you are about the figures.

Red – A complete guess, you have almost no idea

Blue – You have an idea but it needs to be checked

Green- This is based on past experience. It maybe your experience or someone with a similar experience.

Yellow – A known figure

Keep this table and go back to it often. Over time you may want to have all the figures in Green or Yellow.

(Place Figure 11- 'Guesstimates')

The Financial Plan

A guesstimate table is meant to help you develop a financial plan for the station. When you have all the figures in Green or yellow then you have a financial plan. A financial plan usually covers three years. However, you could break down your financial plan for each month. This is how you develop a monthly budget. A financial plan describes how the station will make money and spend money over the next three years.

Income January February March

List Income Items in Alphabetic Order

Expenses

List Expense Items in Alphabetic Order

Balance (Income-expenses for January) (Income – expenses for February)

(Income – expenses for March)

A Financial Plan is important because it helps you to:

- See what you will need if your station is to be financially sustainable
- See if you are keeping to the plan and remaining financially sustainable when you do your accounts
- Understand the relationship between various parts of the station, for example the technicians and the sales people

Cashflow Table

Cash comes from your income. You need to be sure that you have money to make payments when they are owed. A cashflow is really a plan for what you do with your cash. It is only concerned with the cash that comes in or gets spent every month. Then it can tell you if you have enough money to make your payments, or how much money you need to make your payments.

The Cashflow table or forecast will include:

- Payments which you make
- Receipts which are payments made to you

Receipts – Payments = Net Cash Flow

These receipts are payments that are received immediately. Many receipts will say that payment is must be made in 30 days. This is so that you have the cash soon enough to make your own payments.

Payments will be made against receipts. Other people's receipts will also have a condition for payment. For instance, they will tell you how long you have before you can pay. Remember to include all taxes in your payments. These include any taxes for staff that you are employing.

Based on your cashflow plan you can decide if you need to negotiate for more time with any of the people you owe. You can also see what you need to negotiate for – one month or three. Remember when negotiating you always need to know your interests and your constraints.

Note that Net Cash Flow shows whether you have paid out more money that month or whether you have received more money that month.

When you are making a loss that month, the amount is in brackets.
When you are not making a loss, the amount is not in brackets.

For example

| | | |
|------------------|------|------|
| Receipts are | 2500 | |
| Payments are | | 1500 |
| Net Cash Flow is | 1000 | |

$$2500 - 1500 = 1000$$

But another month it may be

| | | |
|------------------|-------|------|
| Receipts are | 1000 | |
| Payments are | | 1200 |
| Net Cash flow is | (200) | |

$$1000 - 1200 = (200)$$

Below is a Cashflow Plan, which you can use to develop your own.

(Place Figure 12 here – Cashflow forecast)

How To Use All These Tools

The importance of financial management is to keep control of your money. Every month you should use the Cashbook and monthly budget (from the Financial Plan) to help you keep track of your money.

What you can do is compare what you are actually spending against what you had planned to spend. Of course, you should also compare the money you are actually receiving against the money that you had planned to receive. Any difference is called a variance. This variance should be compared to your financial plan so that you can see if what you wanted to do is still possible or if you need to make any changes.

Every month you should do a table like this. In each row you can put a different budget item. There should be a row for everything you had in your monthly budget.

| Actual (from Cashbook) | Budgeted (from Monthly Budget) | Variance (Actual – Budgeted) |
|------------------------|--------------------------------|------------------------------|
| Expenditure | | |

Income

Calculating Expenditures

For example, if you spent 50 dollars on transportation in one month but had budgeted 40 dollars then the variance is 10 dollars.

| Actual | Budgeted | Variance |
|--------|----------|--------------|
| 50 | 40 | (50-40 = 10) |

And because it is over zero, we could say it was over budget, this means you are overspending. Overspending is when you spend more than you planned to.

If you had budgeted 60 dollars for transportation then the variance would be –10 dollars.

| Actual | Budgeted | Variance |
|--------|----------|--------------|
| 50 | 60 | (50-60= -10) |

And because it is under zero, we could say that you are under budget, or you have under-spent. Under-spending is when you spend less than you planned to.

If you are overspending then you are probably going to run out of money and this will seriously affect your sustainability.

Calculating Income

If you received 50 dollars for public announcements in one month but had budgeted 40 dollars then the variance is 10 dollars.

| Actual | Budgeted | Variance |
|--------|----------|----------|
| | | |

50 40 (50-40 =10)

And because it is over zero, you are making more money than you had planned.

If you had budgeted receiving 60 dollars for public announcements then the variance would be -10 dollars.

Actual Budgeted Variance
50 60 (50-60= -10)

And because it is under zero, you are making less money than you had planned.

If you are making less money than you had planned then you are probably going to run out of money and this will seriously affect your sustainability.

Accountability

Your station could be handling a lot of money, and it is important to take care of it properly. If you have the money in a bank account, make sure that you need two people to sign on the account when you want to take money out.

Even if you have a bank account you will also need to keep cash available in the station to make small payments, like for transportation. Some stations only keep their money in cash. The place where you keep the cash is called a 'Deposit Box' because you put the cash in it or deposit the cash in it. There are a couple of things you must do to make sure that you manage the cash in the Deposit Box properly and that you are accountable.

Rule One

Make sure that it is locked and that you need two people to get into the Deposit Box. This means you should need two keys to get to the Deposit Box. If you cannot get two locks for the Box, then maybe you can keep it in a cupboard and keep the cupboard locked.

Rule Two

Try not to go into the Deposit Box too often. Take all the cash you need for the day at one time. This means it is easier to keep track of money going in or coming out of the Box.

Rule Three

Use Petty cash Advice slips. Below is a drawing of a Petty Cash Advice slip.

For Payments Made from Deposit Box

1. Put the date that the payment was made here.
2. Each Voucher should have a number so that you can keep records.
3. This explains what the payment is for.
4. The amount that was paid.
5. The signatures of the person/people who paid the cash. Even if there is only one person who signs the voucher, there should still be two keys needed to get to the Deposit Box.
6. The person who receives the payment should sign here for it.

(Always attach anything that will prove that you made the payment, like an invoice. An invoice is a piece of paper requesting the payment from the station.)

For Payments Received in Deposit Box

1. The number of the receipt.
2. Date that the money was received.
3. The name of the person (and company) that the money was received from.
4. The reason the money was given to the station.
5. The signature of the person who received the money for the Deposit Box.

Rule Four

Petty Cash Advice slips should be checked once a week by someone in management to compare it with the budget.

Rule Five

The cash in the box should be counted once a week to make sure that it balances with the bookkeeping.

Choosing An Accountant

- Make sure you can trust the person, talk to people they might have worked with in the past or other professionals who know them.
- Make sure the person has the skills that you need or that they can learn them quickly. Talk to them about what you want them to do.
- Do they have experience or professional qualifications? If not make sure you understand why.
- Meet with them once a month to go over the variance reports. Check expenditures and incomes to see that they seem right.
- Remember that the person recording all the payments should not be the same person handling the petty cash.

If there are any traditional saving systems in your community it may be a good idea to use them for the station. This will build trust in the community. Anytime you use the culture of the community in the station, you are involving the community and showing them that the station values the culture.

Common Mistakes Made By Stations

- 1.) The biggest mistake that many stations make is not following legal requirements for financial management. These are called 'statutory' requirements and involve your taxes and any financial reports that you may need to give the government, depending on how your station is registered. Always check the laws in your country and use the Table in Exercise ? Remember if you do not follow the law you could be closed down and this is not sustainable.
- 2.) Use contracts. Contracts are legally binding agreements, which means that the person you signs the contract cannot change the terms of the agreement without your approval. These should be used very often. Use a contract when you get your premises, if you buy or if you rent. Also use contracts with all your staff, both employees and volunteers. This way everyone is clear of what is expected of them from the beginning and you will have something to use if things should go wrong.
- 3.) Make sure you need at least two people to sign for any payments that the station is making. This is one easy way to avoid the chance of theft in the station.

Tips for Sustainability from this Chapter

- Financial sustainability is as much about managing money as it is about getting it.
- The money that you get in should be the same as the money that you pay out.
- The money you get in is known as revenue.
- The money you pay out is known as expenditure.
- The money that is left after your expenditure is what is known as profit.
- There are generally two types of costs which your station will incur:
Set-up Costs
Running Costs
- You must think of depreciation as expenditure.
- There are generally two sorts of income that the station will receive:
Trading Income
Non-Trading Income
- The 'break-even' point is the point where you are not making a profit or a loss.
- A financial plan describes how the station will make money and spend money over the next three years.

. A cashflow table can tell you if you have enough money to make your payments. Or how much money you need to make your payments.

Further Reading

'Finance & Regulation of Community Radio'; Jill Hills; City University; London;

'Life Beyond Aid: Twenty Strategies To Help Make NGOs Sustainable'; Lisa Cannon; INTERFUND; 1999

Chapter Twelve

Working with Equipment

Many people may be afraid of technology because they know so little about it. But you do not need to be an expert on technology to get what you want from it. There are people who can help you do this. What is important is that you know what you want from it – what your interests are. In this chapter we are going to look at a few ways that you can make sure that your equipment serves your interests. If you are just getting started, you should get an engineer who is not part of any supplier to come and have a look at what you want. This person can then advise you on the sort of equipment you should order. But it is important that they are not working for a supplier so that they have no interest in making money for the supplier – and can advise you on what is best for you.

Basic Equipment

When it comes to buying equipment, the most important thing is to know what you want the equipment for. You should know what you need the equipment to do. There are people, like an engineer, who can tell you what equipment would fit those needs. Start by listing your needs, then decide what equipment will meet those needs.

To record the voices (outside) – field recorders, microphones, batteries, tapes

To record the voices (inside) – studio booth/room, mixing desk, microphones, recorders, headphones, tapes

To play music – mixing desk, cassette player, CD player, headphones, tapes

To play programmes – mixing desk, headphones, tapes

To produce programmes – Studio mixing desk, head phones, edit suite, tapes

To send programmes – Transmitter, antenna

Below is a diagram explaining the way that sound travels when you are broadcasting. The diagram shows you some of the basic equipment that you will need. And why you will need it.

(Place Figure 13 here –Diagram of studio)

You will see that some equipment has more than one use. This makes them especially important, and it is worth having two of them. For example having two studios is a good idea. If you only have one and anything happens to it, you will be off the air. If you are off the air, you are not sustaining yourself.

There are also different types of tapes available. Analogue cassettes are very common. But there are also Digital Audiocassettes and mini-discs. These are examples of new technology. They offer better quality recording but equipment to play and record them is often more expensive. New technology may be a good idea for you or it could be a bad idea. Older technology can also be good or bad for you. What matters is whether the technology serves the interests of the station.

Your Interests:

- The values in your mission statement
- Being on air to serve that mission statement

Technology that keeps the values of your mission statement

This means that you want technology which will help you develop your community in a way that you want. (Remember Exercise One.)

You want equipment that will maximise participation. A lot of new technology is meant to be more efficient -- so it saves you time but it can also mean using fewer people. This may not be in the interest of your station. You want people to contribute, remember? Do you want a station that can be operated by only two people? How would you get the community involved?

You may also decide that you do not want equipment that may be unsafe. This means you may not want to use asbestos, a material that is known to cause cancer, when you are building the studio. Or you might not want to use very old equipment with exposed wires that might electrocute people who are using it. The station is meant to protect the community. One of your values may actually be to have a healthier community.

You may also want equipment that uses locally-available resources, like solar energy, if self-reliance is an important value for the station.

You will also want technology that serves your community. For example, there is no point in putting an antenna in a place that does not allow it to send a signal to your community, because it is too short or blocked by mountains. (Always check the legislation affecting your transmission; your license to broadcast will probably specify where you should broadcast to.)

So look at your values and make a note of what sort of equipment you do not want.

Technology that allows you to be sustainable

This is a very important thing to consider. Not all equipment allows you to stay on air – or will help to keep you sustainable.

If equipment is going to allow you to stay on air you need two things:

- Power to keep it going
- Skills to maintain it before it breaks down and fix it when it breaks down

Power to keep it going

All equipment needs power to work. It might need winding up like a clockwork radio or it might need oil like some generators. Most equipment needs electricity. Some use solar power from the sun. Whatever it takes, make sure that you have it. And make sure that it is easy to get all the time.

For instance,

A station needed to get a generator because the electricity supply is very erratic. However, the generator needs oil and the oil is expensive and difficult to get. Even when there is electricity, there is not enough at the power supply to use all the equipment at the same time.

Remember if you are not on the air then your station is not broadcasting. If you are not broadcasting then you are not sustainable.

If you are having a problem getting power – and keeping it – go back to the Keys to Sustainability (Chapter 2) and work through the problem-solving exercise. There is more than one solution to every problem: you just need to find the one that works for you.

Skills to keep it working

People at the station need to be able to fix the equipment. If you have to wait for someone to come from another town or another country then you are off air while you wait. You will also probably need to pay this person.

(Sketch of audience of irate community of animals watching an outside broadcaster looking at her non-functioning equipment.)

It is better to have a few people at the station who can fix the equipment themselves. It is better if it is not just one person. The more people you have who can fix the equipment, the sooner it will be fixed. Also you do not have to worry if one of the people leaves the station.

Protecting The Equipment

They are a few things you can do protect your equipment:

- If possible, talk to more than one equipment supplier, even if you have an engineer to give you advice. Get them to give you costs. Explain to them what you want the equipment to do. Then compare the prices – and their helpfulness - before you buy anything.

- When the company comes to install the equipment, make sure that you have at least one person from the station there who can learn how it is being connected and how it works. These people should watch the equipment being installed so they can learn.
- Make sure that the warranty for the equipment is in the name of the radio station. A warranty is a piece of paper that says the people who made the equipment promise to fix it free of charge if something goes very wrong. Warranties come with different conditions and last for different amounts of time. Some suppliers will also help with maintenance. You should check to make sure that the conditions are good for you.
- Insure all the equipment at your station. If something happens to the equipment it is important that you can replace it.

Negotiating With the Suppliers

Now we have looked at things that you need to be aware of when you buy and use your equipment. What does this mean when you are negotiating equipment from suppliers? Remember you do not need to know all the equipment that is available. You just need to know what you want the equipment to do.

It is in the interests of the suppliers to sell you equipment. For this reason, it may be a good idea to use an engineer who can offer some guidance to you without trying to sell you equipment.

Even with the engineer, you have to be clear about your interests. Things you should think of when dealing with suppliers:

- You should be able to afford the equipment.
- Equipment should use a power supply you can afford.
- You should be able to place the equipment where you want it.
- Equipment should be easy for the community to use.
- Equipment should allow you to deliver the values of your mission statement.
- People at the station need to be trained to look after the equipment. It is also a good idea to find out if there are already people in the community who can look after the equipment. Remember you do not want to have to wait for someone to come from another city or another country every time you have a problem.

You should also ask donors to help you when you are negotiating with suppliers. Explain to them what you need for your sustainability. Remember it is also in their interest that you are sustainable. Ask them to:

- i) Understand what your concerns are for any equipment that you may get
- ii) Give you an engineer who can help you talk to suppliers

Designing The Studio

There are a number of things to consider when planning your studios:

- The sorts of programmes which you will be doing. The mission statement will decide the sort of programmes you will be doing. While the content will vary from station to station and programme to programme, any community radio station will be participatory. This means the studios should be built to allow you to record members of the community. You probably need space to have a number of people in the studio at the same time and microphones that are omnidirectional so that you

can record sound coming from different directions. Some of the sorts of programmes you may have are:

- * Drama recordings – this is where you record a play on the radio. You will probably need a fairly big space and more than one microphone to cover the 'stage'.
- * Panel Discussions- this is where you bring people in to sit around a table (this is the panel) and talk about a certain topic on air.
- * Music Recordings – Many community radio stations will record music from their communities. This often means bringing a group into the studio, which will require space.
- * Live Broadcasting – If you are going to be broadcasting live from outside the studio, you will still need someone in the studio to monitor what is going on air and even help the presenters outside. You will also need to consider the best equipment and way to operate these live broadcasts.

· The weather and climate that your community and station live in. Do you need an air conditioning unit, or heating? Where will you put this equipment so that it does not create too much noise or get in the way of the presenters? Will the equipment that you use be able to stand up to the heat or the humidity – if it rains a lot? For example, it is not a good idea to use a telephone line for your transmission line if you have a lot of thunder storms because if lightening hits the transmitter then you will not have any telephones in the studio. These are questions you need to ask whoever is helping you to find the equipment.

· The amount of access that the community has to the studio and the studio to the community. Is the studio centrally located? Can the community see what is going on in the studio and can those in the studio see what is going on in the community? Some community stations build a window in their studios. Others will have a community centre nearby. Also if you are going to be doing a lot of recording in the community you will certainly need a separate production studio to prepare your programmes to go on air.

Tips for Sustainability from this Chapter

· Equipment is a major expense for community radio stations. This chapter suggests ways that you can decide what equipment is the best for your sustainability.

· You do not need to be an expert on technology to get what you want from it. What is important is that you know what you need the technology for – what your interests are.

· New technology can sometimes be a problem – for example if you need to take it far away for repairs – but not always. It can also make it easier to run your station. Always ask yourself what the implications are when you choose technology, and make sure that it serves your interests.

· You want technology that will help you develop your community in a way that you want.

· If equipment is going to allow you to stay on air you need two things:

- Power to keep it going
- Skills to fix it before it breaks down and when it breaks down
- You can serve the suppliers interests and buy the equipment, if they serve your interests and give you equipment that lets you do what you want to do.

Further Reading

'Le Metier d'Animateur Radio'; Darcy Kieran; Les Editions Saint –Martin; 1996; Canada

'Manual urgente para radialistas apasionados'; Jose Ignacio Lopez Virgil; 1997; Ecuador

Chapter Thirteen

Making It All Work

In previous chapters, we stressed the importance of negotiation. This chapter gives you three bits of advice that will also help to make your job easier on a daily basis.

Share responsibility – We have already seen this is a good idea for sustainability because it means the station is not dependent on one person. It also helps you if everyone is clear about what is expected of them, so they can get on with the job themselves. Here you need an Operational Plan for the station.

Establish Priorities – As a station manager, you will be faced with making many decisions everyday. What you may need is an exercise that helps you determine what things are urgent, what is a good idea and what is not worth the effort at all.

Manage Change – You will not be able to do everything exactly as you have planned. The question is how do you learn to make changes without really changing what you want to do?

Share responsibility

Establish priorities

Manage change

Keeping these three balls in the air allows you to stay on the airwaves.

Establishing Priorities

It is sometimes difficult for stations to decide what matters, but it is important if you want to expand and remain sustainable. Here is a very simple process you can use to determine what is important.

If you are trying to decide on any activity, ask why you are doing it. Then ask why this matters.

At the end of your questioning there are only two answers that should allow you to go ahead with planning:

- 1) It serves the values in your mission statement. (This answer is worth 10 points.)
- 2) It allows you to be on air to serve that mission statement. (This answer is worth 5 points.)

If the activity does not support one of these answers then take points away. For example, an activity that leads to answer Number Two gets 5 points but if it goes against Number One then you have to take away 10 points. For any activity to be worth doing, it should have at least 5 points.

The reason for this is that any activity that goes against your mission statement is not a good idea. The mission statement explains the sort of station that you want to be. If you are not that kind of station then you are not sustainable. The following exercise will help you to practice using the process.

Exercise 13.1

Step One - Imagine that your station has the following three activities planned:

- A- Printing T-shirts with the station's name to promote the station
- B- Increasing the size of the area the station broadcasts to, so that it covers all of your province
- C- Getting a CD recorder to transfer the local music recorded on analogue tape to CD.

Step Two – Use the process described above to decide which of these activities is:

Very important

Important

Not a good idea

Now let us follow the process with each of the activities in Exercise 13.1.

A. Printing T-shirts with the stations name to promote the station

Why are you doing it?

-It promotes the station in the community.

Why does this matter?

- It means more people in the community will listen

Why does this matter?

- The more people that listen, the easier it is to get money for the station & keep it on air (Interest # 2 = 5 points)
- The more people that listen the more people in the community will benefit from the values of the station (Interest #1 =10 points)

This activity scores $(10 + 5) = 15$ points

B. Increasing the size of the area the station broadcasts to cover your entire province

Why are you doing it?

- To have more people listen to the station

Why does it matter?

- It brings in more money to keep the station on air. (Interest #2 = 5 points)

Since it meets answer # 2, we should check to make sure that it does not go against the values of the station or Interest #1.

Remember, the values of the station serve:

Participatory social development

If the signal from your station now covers a whole province, will all of your audience be able to participate in your station? If all cannot participate, this would suggest that you have little value for the listeners outside of your community. This means that this decision would not serve your values as a community radio station, Interest #1.

This activity scores $(5 - 10) =$ less than zero.

C- Getting a CD recorder to transfer the local music recorded on analogue tape to CD.

Why are you doing this?

- The CD will last longer than the analogue tape

Why does this matter?

- It means that the local music will last longer

Why does this matter?

- Because using traditional locally-recorded music at the station allows the community to participate and shows we value their culture. (Interest # 1= 10)

This activity scores 10 points.

Results:

Activity A 15 points is very important

Activity B less than 0 is not a good idea

Activity C 10 points is important

Once you have decided how important an activity is then you need to figure out how urgent it is. Urgency relates to the amount of time that you may have to do the task. The less time you have to do it, the more urgent it is. Let us say that anything that has to be done in less than two weeks is urgent and anything that you have more than two weeks to do is not urgent. Then all the tasks that you may have to do in your station may fall into one of the following boxes:

- | | |
|---------------------------------|---------------------------------|
| 1.)Very important & very urgent | 3.)Very important & not urgent |
| 2.)Important & very urgent | 4.)Important & not urgent |
| 5.)Not a good idea but urgent | 6.)Not a good idea & not urgent |

Your priorities should be the tasks in boxes 1, and then 2. Because when something is very urgent you must deal with it very quickly. The next priorities would fall into boxes 3 and 4.

An example of Box 1: Your transmitter is struck by lightning. This is urgent, because you are off air until you fix it, and important, because you can't run the station without it.

An example of Box 3 would be setting up a database of development organisations in your area. This is very important, because you can improve your station if you have it, but not urgent, because you can survive without it. So you can work on it over a long period of time.

All management should try to be in a position where all their tasks could be put in Box 3. This means that everything you do is very important, so you are not wasting your energy, but also that you are organised and in control of your work so you do not need to rush anything.

There is not much point in putting energy into tasks in Boxes 5 and 6.

Something to Think About

Now looking at Exercise 13.1, imagine that the two of the station's tapes of the local music had already broken. In what boxes would you put activities A, B and C?

Once you have decided on these activities then you should refer to Chapter Two to look at how you can mobilise the resources to carry out the activities.

A Plan of Action

Generally it is better to invest in a plan of action than a single action. For example, for one year, the station may decide that it is going to focus on developing strong relationships with the community. In that case, it would be very easy to decide that T-shirts would be very important for the station. Then you know there will be other activities that will build on the advantages of giving away the T-shirts. For example, you might give away T-shirts as prizes for a competition.

You can lose the advantage of an activity if you do not maintain it. This goes for equipment you buy, as it does for new volunteers you recruit. So it is good to try to see any activity as part of a plan of action.

A simple tip to turn an idea into a Plan of Action is to consider the reaction to the idea. How will your various stakeholders react and what can you do to make sure that they will eventually do what you want?



reaction Action
Idea/Action

This series of actions becomes your Plan of Action.

For example, let us go back to the idea of producing T-shirts for the audience...

Action 1 – Distribute T-shirts to the community.

Reaction 1 - People will start to listen to the station to see what it is like.

Action 2 – Have a competition where people have to listen to the radio to win.

Reaction 2 – People listen to the radio for longer.

Action 3 – Do a little survey to find out what people do not like about the station, now that the new listeners have been listening for longer

Reaction 3- Make improvements to the programming

Goal – Listeners are happy and loyal.

Share Responsibility

An operational plan is really a plan that explains many things about the way that your station works. It is a good idea for station management to have a plan because they can then share this with everyone. This helps to share responsibility.

An operational plan covers the five areas of activity in the station:

- Programming
- Financial Management
- Technical Department
- Personnel Management
- Administration

For each activity or concern in each area of the station, ask yourself the following questions:

- What needs to be done?
- How often?
- How?
- By whom?

Each answer should consider two things:

- What allows you to serve the values of your mission statement?
- What allows you to stay on air to serve that mission statement?

The answers become the rules you develop. These rules can then be put into one of the following three categories:

Policies: These are clearly set out rules for the station. They state exactly how the station will behave in a certain situation and what is expected. For example, a station might have policy that it will not advertise alcohol, or that it will give staff 20 days of vacation each year.

Guidelines: These are more like suggestions or advice for the people in the station and the board. They would say what should be considered and may even talk about advantages and disadvantages of some ways of behaving. For example, many stations have a code of conduct.

Systems: These are really about ways of communicating. They are set up to make sure that information gets quickly to the place where it is meant to go. Forms for Public Service announcements, volunteer meetings and departmental budgets are all examples of systems.

| | | | | |
|-----------------------|---|--|---|--|
| Area (or activity) | - | What needs to be done (for values + to stay on air) | - | Is it a Policy? Is it a Guideline? Is it a System? |
|-----------------------|---|--|---|--|

Remember your Operational Plan should consider negotiations with all the people that management deals with.

Does it serve their interests?

Does it consider their constraints?

Does it serve your interests?

This may mean you should be sure the rules encourage the people at the station to be creative and enthusiastic. Or does the plan allow too much freedom so that the people working there might do something to damage the sustainability of the station.

The next exercise will help you to write an organisational plan.

Exercise 13.2

Here is a part of an Organisational Plan. For each job or task, write any policies, guidelines or systems that you think would be useful.

(Place Figure 14 - 'Systems, Guidelines & Policies')

Now continue this process in your own station, going through each area of activity. This plan allows you, as management, to share the responsibility of running the station because everybody knows what needs to be done.

Making Time For This

An operational plan can be a lot of work and there is probably enough work at the station now, without making more. It may be a good idea to make a little time everyday to work on this. This way you do not stop your regular work but you also do this very important work. (A little bit of negotiation might be necessary.)

If you are really having a problem finding time then go back to the Keys To Sustainability (Chapter Two). Look at the exercise for solving problems. It should then become clear to you what you need to do and who can help you.

Managing Change

Managing change is part of the process of evaluation. Evaluation will help you to be sure that what you are doing is working for you.

Remember this diagram? This is one of the important functions of your board. See Chapter Eight.

(Place Figure 7 as well.)

Here we will look at some ideas for a Model of Evaluation :

1) Develop a plan of action

In fact, you should develop more than one plan of action. A plan of action may include doing nothing different and staying with the plan you have at the moment.

For every plan of action follow the next two steps.

2.) Imagine the short-term impact of this plan of action.

What will it mean for the station day-to-day in the near future? You should consider all of the stakeholders. This means putting yourself in their position and considering their interests:

the community

the people you get money from

the staff

the government

the support services etc.

3.) Imagine the long-term impact of this plan of action.

What will it mean for the station in two years? Will it allow you to be where you wanted to be in your business plan? Will it allow you to do what you wanted to do according to your mission statement?

4.) Make a decision about which plan of action should be followed.

Depending on how much you need to change, you may have to talk to the Board of Directors.

For instance,

One station manager complains that the guidelines and policies that were developed when the station was set up have not been reviewed, so that they could be updated and kept useful. Now because they have not been kept useful, nobody pays any attention to them. So, for example the station has a real problem with managing volunteers.

Tips for Sustainability from this Chapter

· Sustainable management needs the ability to negotiate along with an ability to:

Share responsibility

Establish Priorities

Manage Change

· There are only two answers that should allow you to go ahead planning:

1) It serves the values in your mission statement

2) It allows you to be on air to serve that mission statement

· Generally it is better to invest in a plan of action than a single action.

· An Operational Plan is really a plan that explains the way that your station works.

Further Reading

'L'Administrateur De Radio Communautaire : Un Guide Pratique'; Association des Radiodiffuseurs communautaires du Quebec; 1996; Canada

Case Studies

Here are the Case Studies of two stations and the problems that they are facing. We can see how they might have been avoided if they had:

- < identified their interests,
- < identified their stakeholders, and
- < developed relationships with them based on the principle of negotiation.

We can also see how management could have used the three tools that help them to follow their plan of sustainability:

Establish priorities
Share Responsibility
Manage Change

CASE STUDY NO. 1

The station was started in 1995 by a group of non-governmental organisations (NGOs) working in the community. The station was registered as a Trust, and a Deed of Trust was written explaining the way that the station would be managed. A Board of Trustees was created. The NGOs received support from four different donors.

After one year, one of the four donors stopped supporting them because they could not understand what had happened to the money they had given the station. The donors thought the money might have been stolen. In fact, four years after they started broadcasting, the station only has support from one donor and that will end in a year. Most of their income is from this one donor.

They have little sponsorship or advertising. The rates they have are based on the rates for the national broadcaster. They have no idea exactly how many listeners they have. They want to do a survey but it is too expensive.

The station may have a problem getting funds, but they have no problem getting volunteers, especially young volunteers. The management is not sure why, but they do know that some of the volunteers think they have too much work to do and they all want to be presenters. Apart from management, there are ten employees taken from amongst the station's volunteers. Only a quarter of the staff are women and there are no women in management.

They have one programme that is produced in the community -- a youth programme. They wanted to work with NGOs and community-based organisations, but the people who come from these organisations never remain committed over a long period of time. They have no money to do Outside Broadcasts, though they

have the equipment. So they have very little programming in the community apart from a community news programme which is very popular. Almost all the programming is done in English. This was a management decision, and they are not sure how the community feels about it.

The Board has not changed in the four years since the station has been operating. After three years, the Board can vote themselves in to sit again. The Annual General Meetings for the Trust are no longer held regularly. There used to be a Management Committee but there was a problem because they were following the station's constitution, while the Board was following the Deed of Trust. Sometimes the Deed of Trust and the Constitution contradicted each other. So the Board decided to end the management committee and to revise the Deed of Trust so that it supports the station's constitution. But the Deed of Trust has yet to be revised. Some staff at the station complain that the Board does not show interest or give enough support to the plans of the station.

A donor gave the station computers and digital editing software. After a month, the computer stopped working and they will need to fly someone in from another country to fix it. So it sits in a corner of a studio, not working.

The station is planning to double the area that they are broadcasting to. They will need to buy a relay antennae to do this.

The management at the station say they have three major problems:

- 1) Financial sustainability. They say there are three things that make this a problem:
 - Lack of community support makes it difficult to get support from other stakeholders.
 - Government regulations do not allow them to make very much money.
 - There is not enough attention paid to marketing activities at the station.
- 2) There is no one to maintain the equipment properly at the station or even in the community.
- 3) "Trainers tell us what to do, but not how to do it."

LESSONS TO BE LEARNT FROM FIRST CASE STUDY

First Key to Sustainability – Knowing their interests

As we can see the station has many problems. This means that there is a lot of work to be done. By going back to the mission statement and the purpose of the station, the first thing that the station's management can do is establish priorities. If you do not remember your interests, how will you know what the solutions are to your problems? For example, if they get money it does this mean that the community station is benefiting the community in a way that it wants to.

Second Key to Sustainability - Identify the stakeholders

Your stakeholders are the people who support you. This is why it is very important to know who they are. This way the station knows who it should turn to for help. Once this is done, the station needs to structure itself in a way that it can deal with each of its stakeholders and make plans to deal with the stakeholders.

For instance, the station should have some people who are looking after the marketing of the station, approaching all those people they could get money from. These people are normally called the sales people.

Third Key to Sustainability - Negotiation

Negotiating with stakeholders is the way that you get their support. Here it is clear that the station did not follow the negotiation tips for managing partnerships.

The Community

The community is the station's biggest resource, but they have problems getting community support. If they could map their community then it would be possible to approach people and groups for support. The station should then have discussions with each of the groups to establish their interests, their constraints and what the station wants from them. Once the station has had this conversation, they can find ways to get the community involved in the station as it considers what the community's needs are. Remember that you have to show the community that you value them, for the community to value you.

The People with Money

The station did not learn to be accountable for the contributions it has received. They have also not done enough research on the needs of the people with money. The station will have a problem getting money at the end of this year when money runs out from the one donor they have now. This means that they have no real financial plan. If you have no plan, you cannot know what your interests are. How do you know how much money you need from each person you approach?

For instance, the station has similar rates as those of the state broadcaster, but they do not actually consider the interests of the advertiser. Advertisers are interested in listeners. Most state broadcasters will have national coverage and will have more listeners than a community radio station. This means the station's rates will need to be much lower. After all, advertisers want to pay for the number of listeners the station has.

The Equipment

Here again, the station did not make their interests clear with the digital equipment. They need to have, among other things, power to keep the equipment working and skills to maintain it before it breaks down and to fix it when it does. So the equipment is not helping their sustainability.

The Board

The Board at the station is no longer doing their job. The fact that the station has lost the support of the community and those with money is a clear sign of this. Remember, their job is to provide support by making sure that the management looks after the interests of the stakeholders, and by promoting the station's interests to the stakeholders. This board has reached the stage of adjournment.

What the management needs to do negotiate with the Board. Find ways to get them excited and interested again. They need to convince them that the best thing for the station is to make some changes. Remember a successful station means there is a successful Board. Having the station in the state it is now does not look good for the Board members. Maybe they would be happy to pass on their positions. But we can also see that management did not express their interests regarding the board from the very beginning. If they had, the election process would have been clear.

The Station's Staff

The station sees it's biggest success as the number of volunteers that it has, but it has not managed these partnerships well. It does not know how to keep the volunteers interested because it does not talk to them. Negotiating with partners does not mean that you give them the first thing they ask for, but it does mean that you find a way to make you both happy. Also, if some volunteers feel they are doing too much work, the station should use the brick model more.

Suppliers of Support Services

The station knows it is important to do a high quality audience survey, but they think they need money to do it. However, we have seen that money is not always important. It is what we want the money for that is important. Maybe the station can offer something other than money to some group who could help with the audience survey.

The Government

The station's management feels that one of the problems they have with sustainability is the government's regulations. But laws are always being updated and revised, and lobbying your government should be an on-going thing. There is no reason for the station to sit and do nothing. They could start by making a table to examine the laws affecting them. Then they could do a Power Map and get stakeholders to support them.

Fourth Key to Sustainability – Problem-Solving Exercise

The major challenge for the station is how to follow up on all the recommendations suggested by the first three keys. The station may not have enough space or people to do what needs to be done. The problem-solving exercise will help you to think creatively about what you have available to you. But to be able to do the exercise the station will need to have thought carefully about the first keys to sustainability. Now the station's management will not have to worry that they have not been told how to do what they need to do because they have a tool to help them figure it out.

CASE STUDY NO.2

An NGO approached a donor to get money to set up a network of radio listeners' clubs. The donor suggested that the NGO start up a community radio station instead and told the NGO where it should set up the station and what its purpose should be. The community where the station is located is a three-hour drive from the NGO.

The NGO agreed and accepted the funding from the donor. There were no laws for community radio stations in the country so the NGO had to lobby the government to get permission. The head of the NGO went to the Minister responsible, who was a personal friend, and asked him for a favour. He agreed, to give permission to

broadcast, as long she was involved. Then the Head of the NGO left the organisation. The NGO tried to find a station manager for the station but the government was not happy that they did not get to choose the person. They threatened to revoke the license if they could not appoint their own candidate to the post of station manager.

In the meantime, 17 volunteers had been recruited and one of them was appointed 'Supervisor'. But it was made clear that the new Head of the NGO would stay on as the acting station manager, even though she lives three hours away.

The big problems facing the station at the moment are:

- i) Staff run the station without guidelines, vision or monitoring.
- ii) There have been no attempts to get the support of other stakeholders (including the community) because no one thinks it is their job.
- iii) The donor is not happy with the lack of management and has stopped supporting the station until things are sorted out.
- iv) The equipment is breaking down, or doesn't work very well, because it was not properly installed. For example, there are mountains between the antenna and the community the station serves.
- v) There has been no training or managing of the volunteers. Now there are only nine, and no one is trying to find more.

LESSONS TO BE LEARNT FROM SECOND CASE STUDY

Keys to Sustainability

The station has lost the support of all its key stakeholders:

The Community, who do not participate.

The Staff, because almost half of them have left the station after only three months and no one is replacing them.

The Donor, who has stopped supporting the project.

The Government, who will not co-operate with the station.

The Board of the NGO, which has been co-opted for the station, has no interest in the community or the station.

There has been no negotiation, for two reasons: There is no manager and no one has been able to clearly state the purpose of the station and its interests.

We see from this diagram what is missing in the process for the station:

When the Process Works

(Place Figure 15 here – Stakeholders Supporting Station)

When the Process Does not Work

(Place Figure 16 here – Stakeholders not Supporting Station)

Therefore the most important thing for this station is to get some management who can state the interests of the station:

The values of the mission statement

Being on air to deliver these values

Then the management can negotiate support from the stakeholders.

Recommendations

- 1) The NGO should set up a management team in the community. This team should write the Mission Statement and then negotiate with the community. Remember the community is the station's biggest resource and it is very important to have their support.
- 2) Once the NGO has the support of the community, then they should approach organisations that can provide support services, like other NGOs and training institutions.
- 3) This in place, they should then approach government with the backing of the community and support services for new legislation for community radio. The good thing about having a law is that it is like a contract, it makes clear what is expected of you and the government. This makes it more difficult for the government to surprise you as this government did by refusing the appointment of the new station manager.