



WHAT IS COMMUNITY RADIO? A RESOURCE GUIDE

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WHAT IS COMMUNITY RADIO ?

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AMARC Africa: AMARC is a French acronym which stands for the World Association of Community Radio Broadcasters. AMARC is a non-profit international organisation serving the community radio movement since 1983. AMARC's goal is to promote the right to communicate and contribute to the development of community radio, along principles of solidarity and international cooperation. AMARC membership in Africa currently amounts to over 200 affiliates, out of which more than 160 are radio stations, community radio federations, or projects to establish community radio stations.

The Panos Institute Southern Africa : specialises in information and communications for sustainable development. Panos believes that radio is still the most accessible of mass media, especially for rural people in Africa. The organisation is striving to democratise the airwaves, working with governments and others on national broadcasting policies as well as with community groups on the ground to support them in producing and generating their own programmes and channels of communication.

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The World Association of Christian Communication (WACC) also provided financial support towards this publication. WACC gives high priority to Christian values in communication and development needs. The association's members include corporate and individual communication professionals, partners in communication activities and representatives of churches and agencies. WACC focuses on the needs of Christian communicators, provides a forum for discussion, funds ecumenical communication activities and encourages unity among religious communicators.



Preface

This booklet discusses the role of community radio stations in building participatory democracy and development in Africa - and offers ideas as to how such stations can be established. It provides an understanding of the renewed popularity in community radio, as well as the reasons why it is controversial, and perhaps threatening, from the point of view of commercial and public broadcasters.

It has to be remembered that the definitions and examples referred to in this booklet are dynamic and that the concept of 'community radio' should be re-visited or redefined as societal developments dictate.

It is hoped that this booklet can provide relevant information for those who would like to start up a community radio station in a particular community, lobby for legislation enabling the development of community radio in their country, or reinforce the development of an existing community radio station.

However, this publication is not a training manual. The issues touched upon need to be revisited to answer the day-to-day practical challenges and problems facing community radio stations. There are more detailed manuals from Latin America, Europe and North America which offer practical hands-on experiences. Nevertheless, AMARC is mindful that there is a need for more training manuals for African community radio stations, and hopes to address this issue in collaboration with African media training institutions in the course of 1999.



Foreword

Many people have contributed to the debate and practical definition of community radio in Africa including people from different community radio stations and from community groups that have initiated such stations. Without their contribution, this book would have little to summarise today. As a result, special mention should be made of the following groups and events, which include:

- The Rural Radio movement dating from the seventies
- Bush Radio initiating partners, and the Common Vision Workshop (July 1991, South Africa)
- South African Students' Press Union (SASPU) campus radios
- CIERRO and AMARC's study on African radios (July 1990)
- Jabulani Freedom of the Airwaves Conference (August 1991, Amsterdam)
- Radio Libre Kayira creation (December 1991, Mali)
- Community Radio Working Group Meeting (January 1992, UWC - South Africa)
- Pan-African Community Radio Meeting (June 1992, Cotonou, Bénin)
- Multi Media Mind-blast (June 1992, South Africa)
- National Community Radio Conference (South Africa)
- CODESA and Multi-Party Negotiations Forum (World Trade Centre 1993, South Africa)
- National Community Radio Forum Launch (December 1993, South Africa)
- RIPS' Mtwara Media Centre and Kanda ya Kusini Radio (1994, 1995, Tanzania)
- AMARC 6th World Assembly (January 1995, Dakar, Senegal)
- PANOS/University of Natal National Conference on Community Media for Community Empowerment (July 1995, Durban, South Africa)
- KCOMNET Community Media Conference (November 1995, Nairobi, Kenya)
- Nordic SADC Journalism Centre's Community Radio Workshop (August 1996, Maputo, Mozambique)
- MISA Community Voices Conference (October 1996, Malawi)
- AMARC Pan African Community Radio Conference (May 1997, Johannesburg, South Africa)
- AMARC and WAIBA's Seminar on the state of private and community radio in West Africa (November 1997, Cotonou, Bénin)
- Instituto de Comunicação Social's Community Radio Seminar (Tete, May 1998, Mozambique)
- And others we might forget...

This booklet is based on practical experiences of African community radio stations affiliated to AMARC and refers to the working definitions used by most of AMARC members, which were adopted at the 6th World Assembly of Community Radio Broadcasters, AMARC 6, held in Senegal, in January 1995.

The AMARC Africa office is proud to have worked on this booklet which was written over a one-year period by several community radio activists and affiliates working with AMARC Africa through their collective and volunteer work. In addition, it would not have been possible to produce and print this publication, in English, French and Portuguese, without the support of IBIS & Interfund South Africa, the Panos Institute Southern Africa and the World Association for Christian Communications.



Without partnerships with such organisations, and others, the community radio movement in Africa will grow in isolation and could become impoverished as a result. Similarly, individual community radio stations can only flourish when strongly rooted in their community and linked to community organisations. This booklet has been produced with the aim of beginning to converge ideas and experiences shared by different community radio practitioners and to give a hand in setting up a community radio station.

Lumko Mtimde

Outgoing AMARC Vice President
Eastern and Southern Africa



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Acronyms used in this publication

ACCE	Africa Council for Communication Education
AGM	Annual General Meeting (of members)
AMARC	World Association of Community Radio Broadcasters
CBO	Community Based Organisation
CDC	Centre for Democratic Communications
CIERRO	Centre interafricain d'études en radio rurale
COMNESA	Community Media Network for Eastern and Southern Africa
DBSA	Development Bank of Southern Africa
KCOMNET	Kenya Community Media Network
NCRF	National Community Radio Forum
NGO	Non Governmental Organisation
NSJ Centre	Nordic SADC Journalism Centre
SASPU	South African Students Press Union
WAIBA	West African Independent Broadcasters Association



Chapter 1 Introduction: an overview of community radio in Africa

Community radio represents the democratisation of communications. Since the advent of Africa's democratisation process in the 1990s many communication activists now see it as the basis for popular participation by the majority of the people.

Eugénie Aw, former President of AMARC stated at the 6th World Assembly of AMARC in Dakar, in 1995:

“In speaking about democratisation in Africa, a specific challenge arises: How can it become possible for populations, in all their diversity, to determine their future and the type of development they wish for themselves? How can radio participate in creating a democratic culture that enables the population to take responsibility for political, economic and national management? Radio, the new tree of speech, is capable of rekindling the key tradition of oral expression in which speech ‘builds the village’.”

Even though community radio is a growing phenomenon in Africa, both in actual terms and in popularity, it has developed differently across the continent. However, there are many issues of common concern and a strong will to share views and experiences, which have been highlighted in several conferences and workshops throughout the continent.

Community radio signifies a two-way process, which entails the exchange of views from various sources and is the adaptation of media for use by communities. In an ideal world community radio allows members of a community to gain access to information, education and entertainment. In its purest sense, it is media in which the communities participate as planners, producers and performers and it is the means of expression of the community, rather than for the community.

This is because current media emphasis has been on the use of mass communications, with messages flowing from the capital cities to the periphery, where feedback from communities have been limited.

Even though community radio should encourage access and participation by communities, it also has to address issues such as who is in control, whether it is democratically managed and whether there is a mechanism whereby it is accountable to those it serves.

The relevance of community radio to Africa

The introduction of community radio has many advantages for the African continent:

- The language issue will be addressed with the introduction of community stations, given the large numbers of different local languages in African countries. In Africa it is not just a question of whether people can hear broadcasts but rather whether they can understand the broadcasts.
- It addresses human rights issues through the right to information and communication.
- The majority of the people in Africa have been starved of information. In these days of the information society, community radio can offer some form of media education, creating an information culture.
- It enhances emancipation and self-worth.
- Community radio can serve as a platform for debate, exchange of ideas and reactions to plans and projects. It can accommodate people's ideas and satisfy their spiritual and psychological wellbeing much better than any other form of broadcasting.



Preserves cultural identity: with globalisation of information and the advent of satellite communications, community radio can offer communities a cheap but vital way of protecting their language and heritage. Radio can also serve as a means to standardise a language.

Community radio and Democracy

Popular participation has been a great cause for concern in Africa. There were renewed hopes that democracy would become a facilitator of development and allow popular participation of decision-making processes since the winds of change that swept across Africa. This belief led to the African Charter for Popular Participation in Development and Transformation, which was developed in Arusha, Tanzania in 1990. The Charter called for :

"the emergence of a new era in Africa - an Africa in which democracy, accountability, economic justice and development for transformation become internalised and the empowerment of the people, initiative and enterprise and the democratisation of the development process are the order of the day. The political context of socio-economic development has been characterised in many instances by over-centralisation of power and impediments to the effective participation of the overwhelming majority of the people in social, political and economic development. As a result, the motivation of the majority of the African people and their organisations to contribute their best to the development process, and to the betterment of their won well-being as well as their say in national development has been severely constrained and curtailed and their collective and individual creativity has been undervalued and underutilised".

The sentiments expressed in this Charter still prevail today and it is perhaps the reason why the advent of community radio is so popular, offering a chance for active participation of people in the democratisation process.

The politics of community radio in Africa

Even though many countries on the African continent have opened up their airwaves and have allowed independent commercial and community radio stations, there are legal and political loops for community radio stations. However, South Africa is the exception with a clearly defined three-tier broadcasting system, namely public, commercial and community.

Also Namibia's 1992 Namibia Communications Commission Act states that priority in the allocation of frequencies should go to "broadcasters transmitting the maximum number of hours per day, and to community-based broadcasters". In addition, in some West African countries such as Mali and Burkina Faso, there has been tremendous de facto political support for the establishment of rural radio stations, and other forms of community radio. This had a positive impact on the sub-region, where other countries followed recently – such as Benin and Senegal.

Whilst many countries have opened up the airwaves allowing both independent commercial and community stations to exist alongside state-owned entities, there are few laws such as the one in Namibia and South Africa which safeguard community broadcasting per se. Furthermore laws, which liberalise the airwaves, make no specific reference to community broadcasting. The ZNBC (Licensing) Regulations Act of 1993, which liberalised the airwaves in Zambia made no mention of community broadcasting whatsoever but has allowed the development of religious community broadcasting, such as Radio Icengelo in the copperbelt town of Kitwe, for instance. In the case of Botswana which opened up its airwaves recently, the Botswana Telecommunications Authority (BTA) the regulatory body denied a licence to an international NGO working in the Kalahari district on the grounds that community broadcasting was already being offered by the state-owned Radio Botswana.

These tendencies signify the lack of political will in the promotion of community radio in some countries. Without intense lobbying and advocacy work this tendency will not cease. Also there is need for awareness raising among communication policy makers on the role of community radio because all



indications point to the fact that many governments associate liberalisation with commercial entertainment-based radio stations more than anything else.

Community radio and the Church

The Roman Catholic Church is becoming a major player in 'community radio' in Africa. Increasingly, there are a number of radio stations established under their auspices which could pretty soon outnumber

commercial stations on the continent. Examples are: Radio Icengelo in Kitwe and others in the pipeline in various parts of Zambia, Radio Évangile et Développement in Burkina Faso and Radio San Francisco in Mozambique. The Catholic Church is also active in the Democratic Republic of Congo with Radio Elikya and Radio Tomisa in Kinshasa, and is interested in establishing a community station once the airwaves are formally liberalised in Zimbabwe. In some cases, such as that of Radio Encontro in Nampula, Mozambique, the station is run with significant community participation and plays a positive role in community development.

Community Radio Activism

Many community radio activists in Ghana, Kenya, Zambia and Zimbabwe have called for African governments to intervene in broadcasting markets in favour of community broadcasting to promote social goals and influence the market conduct of the commercial stations. There are also activist organisations whose sole purpose is the introduction of community media, particularly community radio in their countries. There is for instance, Kenya Community Media Network (KCOMNET) and the newly formed Community Media Development Organisation (COMEDO), as well as the National Community Radio Forum (NCRF) in South Africa. In some countries, as in Mali and Burkina Faso, independent radio stations are regrouped in several associations. Furthermore, a powerful lobby is growing in many of these countries to get their governments to provide financial means to sustainability. However, the fact that state funds are used for national state-owned broadcasting entities means that this fight is a long way from being over.

In response to the emergence of community and other independent forms of broadcasting stations, some state broadcasters have begun decentralising their operations to reach out to communities even more. The state-owned Ghana Broadcasting Corporation (GBC) is a case in point where there are now regional GBC stations operating alongside other private stations in major cities of the country. The Namibian Broadcasting Corporation is establishing a community radio station in collaboration with Unesco in the north of the country to promote agricultural information for instance.

Issues of financial sustainability often plague community radio stations and new ways of generating income is constantly being sought. Increasingly, innovative partnerships between stations, donor agencies and community organisations is being sought in keeping the concept and practise of community radio alive.



Chapter 2 **Radio?**

What is Community

Community Radio in Africa: a historical perspective

In 1985, there were fewer than 10 independent stations in all of Africa. In the decade that followed, the continent was shaken by rapid and profound political and social change. As a reflection of this change, by 1998, hundreds of independent radio stations and community radio stations have emerged.

Although community radio as we know it today has had a chequered history in Africa, its concept has always been recognised in one form or another, through radio clubs, rural radio and/or radio forums, concepts which originated from Canada and Latin America.

Rural radio has been in existence for 30 years and came to be known as the voice of the peasants/people. With radio forums, groups of villages or farmers were organised to meet in each other's homes to listen to broadcasts, study a pamphlet and discuss particular problems with a view to co-operative action in solving them. In 1964, with UNESCO and Canadian aid 40 villages were involved in an experiment that showed increased take-up. The system was adopted on a regular basis and by 1973 involved some 400 groups in Ghana, Zambia, Malawi and Nigeria.

Radio listening clubs are also a step in a participatory direction which involves club members putting across their views concerning their problems which are recorded and made into broadcast programmes. Listening clubs are in operation in Zimbabwe and there are plans by some international and regional organisations to introduce them in Angola, Zambia, Malawi and in parts of South Africa where community radio are few.

Rural radio has been dismissed by some critics as not adequately representing the voices of the people due to the fact that it is government-controlled, lacks resources to ensure its continued existence and doesn't have real political commitment behind it. However, the crisis of rural radio and farm radio for lies in the overall crisis that this continent faces: that of a stagnating resource base.

Perhaps Africa's first form of community radio per se, was the Homa Bay Community Radio Station established in the western part of Kenya in May, 1982. This station in essence was not only an experiment in decentralisation of structures and programming but also an effort to gain experience in the utilisation of low-cost technology for broadcasting. The Homa Bay project was an initiative by the Kenyan government and UNESCO and was closed down by the Kenyan government in 1984.

Another initiative was the establishment of three rural broadcasting stations as part of a policy to decentralise rural development in Liberia. Shortly after the independence of Mozambique, the Institute for Social Communications, a governmental body supported by UNICEF, initiated the production of rural radio programmes across the country, for broadcasting by the national radio. In West African French-speaking countries, other rural radio stations (different from the radio listeners' clubs) were established more recently, through a programme of the ACTC and Canadian government cooperation.

Although these examples were attempts to decentralise broadcasting and make it more people-centred, various pressures made it either impossible for their survival or for them to create the social transformation that African societies needed for modernisation in the development process.

Since then the community radio movement has developed rapidly in Africa, with organised national networks in several countries, including Burkina Faso, Kenya, Mali and South Africa. Community-based radio stations emerged in many other countries of Africa such as Benin, Burundi, the Democratic Republic of Congo, Gambia, Guinea-Bissau, Malawi, Mozambique, Namibia, Reunion Island, Senegal.



At continental level, networking developed accordingly. Under the guidance of CIERRO, and with AMARC's collaboration, a step-stone was set through a study on the state of rural, local and educational radio in Africa, completed in July 1990. The recommendations of this report were discussed by a group of Africans in August 1990, during AMARC's 4th World Assembly, in Dublin, Ireland. Their discussions led to the idea of an African radio network and a preparatory meeting for a large Pan-African Conference took place in July 1991, in Cotonou, Bénin.

The first Pan-African Meeting, "Airwaves for a Pluralist Africa", was held in Cotonou, Bénin, in 1992. This conference laid a foundation for setting up a Network of Community Radio Broadcasters in Africa. It was followed by the AMARC African Meeting held in Dakar, Senegal, in 1995, which coincided with AMARC 6th World Assembly and the rapidly evolving situation of community radio in Africa. Another Pan-African Community Radio Conference took place in Johannesburg, South Africa, in May 1997, attended by some 150 participants from more than 20 African countries. Among their recommendations was the publication of resource and training material on community radio. A list of AMARC members in Africa figures in appendix six of this booklet.

What is a 'Community' ?

In relation to community radio, the term 'community' refers to a collective or a group of people sharing common characters and/or interests. The term 'community' can either be defined as :

- a geographically based group of persons and/or
- a social group or sector of the public who have common or specific interests.

For example, a community can be defined as any of the following:

- community of Dassa-Zoumé & Glazoué (Bénin) based on the geographical boundaries of Dassa-Zoumé & Glazoué districts;
- community of women in a particular area (e.g. community of women in Dassa-Zoumé);
- community of Katutura (Namibia) based on the geographical boundaries of Katutura;
- community of workers in Katutura township;
- community of the youth of Dakar (Sénégal);
- etc.

However, common interest(s) in a particular community is therefore quite flexible and can be social, sectoral, secular, political, economic, cultural, etc.

A 'Community Radio' can therefore be either of these existing radio stations:

- Radio Kayira-Bamako (community radio of Bamako residents, in Mali);
- Moutse Community Radio (community radio of a rural women's movement in South Africa);
- Radio Evangile et Développement (community radio of Christian residents around Ouagadougou, in Burkina Faso);
- Channelmed Radio (community radio of Medunsa medical students, in South Africa);
- Radio Oxy-Jeunes (community radio of youths from around Dakar, in Sénégal);



Radio Arc-en-Ciel (community radio of Christian residents throughout Réunion Island, broadcasting on 7 different frequencies).

In principle, there can be as many community radio stations in a given country as there can be 'communities' in the same country – and available frequencies! In practice however, some countries' legislation restrict the range of communities eligible to community radio licenses to one or some of the above. The most common case of exclusion is that of organised political parties.

Forms of community participatory radio

According to the AMARC 6 – Waves for Freedom Report,

“Community radio, rural radio, co-operative radio, participatory radio, free radio, alternative radio, popular radio, educational radio. [...] They are located in isolated rural villages and in the heart of the largest cities in the world. Their signals may reach only a kilometre, cover a whole country or be carried via short-wave to other parts of the world.”

The establishment of community radio stations is often a result of various repressive experiences in different communities. For example:

- in some European, Australian and North American cases, minority groups (such as indigenous, immigrant, refugee or black communities) were marginalised by mainstream media and therefore used community radio as a tool for highlighting their rights and raise issues concerning their interests;
- in South Africa, the apartheid laws ensured that the majority of citizens were disadvantaged and marginalised in the interest of the white minority. The apartheid regime actually used the South African Broadcasting Corporation (SABC) as a monopoly that controlled the media industry. This led to struggles engaged by progressive forces, which then led to the establishment of community radio as a tool for development by community groups from the historically disadvantaged majority. Minority groups also saw community radio as a necessity for their communication and started joining the movement;
- in Latin America, community radio became the voice of the poor and voiceless – *Peoples Radio* (landless peasants, urban shack dwellers, impoverished indigenous nations, trade unions, etc.) and also as a tool for development.

As shown by the above examples, the historical philosophy of community radio is to use this medium as the voice of the voiceless, the mouthpiece of oppressed people (be it on racial, gender, or class grounds) and generally as a tool for development.

Other forms of participatory radio for development

According to the AMARC 6 - Waves for Freedom Report, "community listening clubs are in operation in Kenya, Zimbabwe, South Africa and gaining popularity in areas where community radio stations have not yet been established."

The members of the clubs, mostly women, assemble at a local centre and listen to a half-hour radio programme using a portable radio cassette recorder. Thereafter, the members debate the broadcast and the debate is recorded on the cassette contained in the receiver. They may also raise any other issues of concern to them, which are recorded in the same manner. It is they who set the agenda and the coordinator is merely a facilitator. The coordinator visits each club periodically to collect their tapes and replenish their supply. Back at radio station, the coordinator listens to the recordings, identifies the



officials or persons who should respond to the content of the recording and compiles a programme for broadcast containing the responses obtained.

In Zimbabwe the coordinators report that the project is very successful and should be expanded. It has led to the establishment of viable ventures including savings clubs, fence-making, dairy farming, market gardening, manufacture of peanut butter and re-forestation using indigenous instead of exotic trees.

The project has also de-mystified broadcasting by facilitating popular participation in the programming and placing the club-members in direct communication with the policy-makers instead of relying solely on messages relayed by visiting politicians and civil servants.

The Power of Radio

Communication is central to the success of development and democracy. And community radio is a crucial communication tool that is easy to run and maintain.

Radio is the most accessible mass medium of communication in use. It is a particularly effective means of communication in communities where most people can neither read or write, as those people can speak and listen.

Its listenership is therefore far more numerous than the readership of newspapers and audience of television, particularly in developing countries.

Technically, its production costs are significantly lower than those of most printed or video community media. Likewise, its reception is easier and more affordable than that of community video or television, and leaves out the distribution nightmares of community publications.

“Radio opens traditional African speech to new spaces, to the conquest of time, to renewed ties of friendship. Speech thus becomes a component that constitutes the world. It should come as no surprise, then, that as the population demands its most basic rights radio is becoming the sign of new times, despite the fact that ancient times may not completely have been left behind. [...]. Radio, promoter of a school of national languages, of a technical school based on African expertise; radio, educator and strengthener of women’s often silenced voices, should be not a utopia but rather an effective on-air strategy.” *Eugénie Aw, Opening Speech by President, Dakar, Senegal, January 24, 1995.*

Community radio can play a vital role in development and democratisation, by:

- enabling communities to voice their own experiences and to critically examine issues, processes and policies affecting their lives; and
- educating and mobilising communities around development initiatives and strategies that will result in a better life for listeners (voter education, AIDS, local government, gender issues, peace building, environmental problems, etc.).

Because radio can be very powerful, it may some times be detrimental to the people it says it wants to serve. We saw in Rwanda that a radio station contributed greatly and criminally to the tragedy that hit this country (Radio Mille Collines). To avoid the use of media in human rights abuses, even minor ones, community media practitioners and human rights activists are trying to rally, internationally, around a ***People’s Communication Charter*** that provides guiding principles to prevent such potential abuses. A copy of the Charter is attached in appendix four.

Radio is therefore potentially very powerful and for its positive use and development to succeed, adequate resources and environment must exist.

The broadcasting industry



Broadcasting is mainly divided into public, commercial and community.

Public broadcasting refers to a broadcasting service provided by a statutory body, usually state-funded but publicly owned, which means that it is run independently from the government and its budget is determined through parliament.

Commercial broadcasting is a private broadcasting service operated for profit and controlled privately by independent commercial groups or individuals.

Community broadcasting is referred to as a broadcasting service not for profit, owned and controlled by a particular community under an association, trust or foundation. In some instances it can be owned by non-governmental organisations working in communities.

Community radio falls under the community broadcasting category. It refers to a radio station owned and controlled by a community defined either geographically or as a community of interest.

Strictly speaking, rights to broadcast in any given society are authorised by the '**national broadcasting regulator**', which is the institution responsible for the application of national broadcasting laws in a given country and regulates the general development of the broadcasting industry.

The regulating body issues licenses and allocates frequencies that constitute one's legal right to broadcast.

“Distinctions must be made between State media, those of the private sector and those having a community mandate. In many impoverished African countries, liberation of the airwaves often involves many risks such as media access by groups with substantial financial resources, wishing to influence public opinion by manipulating programs and news. State media are not always prepared to assume the role of inspiring change and creativity, and contribute very little to the interaction between the public and the media - which must be restored. This is the vocation of the media, and more specifically, of community radio: to conceive programming in view of the most immediate concerns and profound aspirations of its potential listeners. Community radio stations offer new hope and can open new horizons for freedom. They can instill the desire to act and above all, to organize for change.” *Amadou Mahtar, former Director-General of UNESCO.*

Ownership and control

Ownership and control of a community radio are usually the most crucial and contentious aspects in defining such a station.

This can be effected through communities holding public and open meetings where leadership of the station is elected, either into a Board of Trustees or Board of Directors, or into a Co-ordinating Committee of the station.

The leadership takes decisions in between annual general members meetings (AGM), which are the supreme decision-making forums. Such a leadership is meant to represent community interests in the day-to-day running of station activities and ensure that policies guiding the daily management are developed and that they reflect the interest of the community the station serves.

Those elected leaders shall be subjected to re-election after a period (one or two years generally) decided by the community, in its AGM. Should they have not done their job properly, they should not be re-elected but rather replaced by other representatives of the community.

Non-profit making aspect



Central to the definition of a community radio is that it should either be registered as a non-profit making organisation or owned by an organisation registered as a non-profit making entity. For example,

- The community radio of Dassa-Zoumé and Glazoué, in Bénin, Radio Ilema, is owned by the Culture, Communication and Development Association, which is registered as an association not-for-gain;
- The Bushbuckridge Community Radio Station, in South Africa, is itself registered as a non-profit making organisation.

This means that the community radio station is not run as an instrument/project for profit-making purposes but rather as a means of communication for the community, essentially ran to serve this community.

“Do we work primarily for our gain, or to help improve the social conditions and the cultural quality of life of the people in our communities? Community radio stations are not looking for profit, but to provide a service to civil society. A service that attempts to influence public opinion, create consensus, strengthen democracy and above all create community – hence the name community radio.” *José Ignacio López Vigil, AMARC Regional Co-ordinator for Latin America.*

This non-profit requirement does not mean that the initiative or radio station cannot be operated along business lines nor generate commercial revenues (for instance, from advertising clients).

It does not mean either that the radio station cannot generate income in excess of its basic expenditure (i.e. a ‘surplus’: excess income in a non-profit organisation cannot be called a ‘profit’ – it is rather a ‘surplus’). It rather means that any surplus income generated has to be ploughed back into the project, be spent or invested into the development of the station.

In a non-profit making organisation, there are no individual owners or shareholders. The community collectively owns the project and therefore decides collectively (at its AGM or through its representatives) on how to use its excess resources. However, these must *never* be distributed among some individual members, volunteers or staff members of the station as ‘bonuses’, nor in the way ‘profit shares’ are paid out to shareholders of commercial businesses.

Community participation

Another very important aspect of a community radio is the issue of community participation, to guarantee that the community really owns and control the station.

The requirement of community participation ensures that members of the community are involved in the running of the station, i.e. in the following activities:

- election of leadership (Board members or trustees),
- policy-making for the station,
- management of the station,
- selection and provision of programming,
- production of programmes,
- external representation of the station,



- etc.

Mechanisms and structures to achieve this depend on the various creative approaches and models of the different stations. What is important is that there is consistent involvement of community members in many different ways, and that it therefore reflects the interest of the community it serves.

For example:

- Some stations have a “volunteers group” drawn from the community, who plan programming, production, gathering of news sources, etc., provide management back-up, contribute towards policy-making and development planning, etc. These activities are co-ordinated by a Volunteer Co-ordinator who usually sits on the management committee.
- Other stations have “open forums” taking place on a monthly or bimonthly basis, where the station’s management team report on activities. Community members then share ideas and make recommendations for the Management or Board to decide or implement.
- In other cases, stations have both “volunteers groups” and “open forums”.
- Other stations have a “Listeners Club” where listeners can critique programming and suggest programme ideas.
- Generally, there is a large Annual General Meeting of members (AGM) where reports are tabled, elections take place, a vision or plan is drawn up for the station, etc. These usually involve most members of the community that owns and controls the station.
- In some stations, both individual community members and local NGOs or CBOs (i.e. community-based organisations) have voting rights. Individual members, if any, usually have fewer votes than people representing organisations.

“The highest degree of community participation should be achieved not only in receiving information, but in providing the information that the community requires.” (*Heloise Henning and Eric Louw, DBSA, Perspectives on Communication and Development, January 1996*)

Community radio and funding

The definition of funding for community broadcasting services includes a range of sources, such as donations, members subscription fees, fundraising events, levy, sponsorship, advertising income, etc. Such a variety of funding sources is of immense importance to the viability and sustainability of any community radio.

Some stations are based in rural areas or in areas with less or no economic base to sustain the station. In these areas, sufficient self-generated income (advertising, membership fees, local sponsorships) might be difficult to secure for all the needs of the station. It can require complementary income through the financial and/or material support of national donating organisations (churches, charities, unions, large associations, trusts) or international development aid agencies.

In such instances, the national government can also subsidise the station with no strings attached (i.e. funding but not controlling). This is possible through an Act of Parliament that clearly ensures that the government allows public and community broadcasters to be independent.

“All funding should aim to encourage pluralism as well as independence. As a consequence, public media should be funded only where authorities guarantee a constitutional and effective freedom of information and expression and the independence of the press.” *UNESCO, Basic Text 89-95 in Communication, Declaration of Windhoek (19), (1989-1995)*



Chapter 3 offers practical ideas and examples on financial sustainability and fundraising for community radio.

What Community Radio is not

In the previous section of this chapter, community radio was defined as having three aspects:

- non-profit making
- community ownership and control
- community participation

However, doubts still remain. For instance, there are some radio stations started up by the State which service or maybe even involve communities. Equally, there are private radio stations that are also servicing or involving communities and may or may not have profit-making motives.

Rural Radio and Community Radio

In many African countries, there has been some government-controlled rural radio stations, which have dominated the broadcasting industry at some stage in Africa's broadcasting history. However, these are by definition government radio aimed at serving the rural communities.

“Rural radios therefore have a role of accompanying information and training activities conducted by development technical services. They do so in breaking with the traditional forms of accessibility and transmission of messages, and they favour interactive communication relationships with rural populations.” *Réseau des bailleurs de fonds intervenant en appui aux médias africains, Copenhague, 5-7 mai 1997.*

Rural radios services/stations have been quite often very effective means of communication by the government with rural people. In several cases, they have a good track record of being informative for the rural masses.

“Set up in 1976, rural radio became the pride of Congolese peasants who saw it as their only means of expression throughout the Central African Country.” *Community Media News, Issue #3, Jan. - Mar. 1997.*

Although some communities still appreciate such stations, others feel that they provide very limited access and control by the rural communities, even if they are not government propaganda channels. The aim of this booklet is not to judge the merits of either of these opinions, but to clearly state that governments' rural radio stations are definitely not community radio stations.

Private and Independent Radio

In many countries, the recent liberalisation of the airwaves has allowed for the development of private radio stations. In some cases, there is no clear distinction between public, commercial (private) and community broadcasting sectors. Instead there is only a new allowance for individuals to start up private radios.

In some cases, as in Angola or South Africa, commercial radios have also emerged from the state radio broadcasting sector which have been privatised and sold to individuals or business concerns. This trend has been looked upon as a contribution towards the democratisation process even though sections of the state radio sector were privatised as a state spending-cut measure.

However, there are some commercial/private radio stations that do cater for the communities by airing community service programmes.



The difference here is that buyers of such stations have exclusive controlling rights which exclude their managers, staff and listeners. If the community it serves has a problem with such a station, there is no way they can resolve it from within the station's structures. Instead only confrontation may change the station's views.

Even when the community is granted some kind of access or participation into a private station, it still cannot claim any right over that station. Legally, rights are exclusively reserved for the individual owner or individual shareholders of this private station. Therefore this is by no means a community radio.



Chapter 3

How to set up a Community Radio?

This booklet has attempted to define what is and what is not community radio. This chapter is an adapted version of a document produced by Nkopane Maphiri for the NCRF of South Africa, which provides the basic steps in establishing a community radio.

Mission

It is important for a community radio project to develop a clear mission statement, which establishes the goal of the radio station, its target group and the needs and/or interests it aims to address.

As Bill Siemering, from the Open Society Institute, said at a seminar held in Mozambique in May 1998:

“ The mission of a radio station defines its aim. It identifies needs and interests and mirrors the station’s structure; it is the map that provides direction towards the achievements of its objectives; it is the instrument to measure its success; it is the foundation on which everything else is built; it is the star that guides us. [...] The entire programming must be based on the principles established by the mission. And for the programming to be rooted in the community, the seeds must germ within the community.”

The first step in developing a mission statement is a clearly defined target community, i.e.:

- a geographically founded community transmitting within a given location; and/or
- a community of a particular interest which intends reaching all members of that interest group.

Then an inventory of the community needs – as expressed by community members themselves – must be gathered. People will probably mention needs related to health, education, employment, marketing of their produce, transport, skills development, gender, peace and security, environment, etc.

The following phase is the transformation of these needs, or at least some of them, into the formulation of objectives to be achieved by the radio station. The following examples of specific objectives can be found in mission statements:

- To provide a forum for debates of local issues and problems solving;
- To stimulate creativity and local initiatives as a way to promote self-reliance and development;
- To assist education and health services in the community;
- To promote local and African music;
- To encourage an active community participation in the station’s operations;
- To provide accurate information from and to the community.

The specific objectives stated in the mission will enable the development of clear policies on a variety of issues, to guide the station at operation/implementation level, e.g.:

- The programme format and content will be influenced by the station’s objectives;
- A decision can be made on the kind of advertising the station will allow - if it does allow any;
- A plan and internal rules can be adopted to ensure community participation, and involvement and training of volunteers;
- An information policy can be adopted, as well as a strategy to access journalism training opportunities and adequate studio and field recording equipment, etc.

Need assessment



To obtain a license for broadcasting, financial assistance from donors, or support from local authorities, a need assessment will be required. This will probably be one of the most challenging tasks that you

might have to face. Proving the need for a community radio station is not as easy as proving a need for a health centre in the community. People have to be first convinced enough that the need to communicate in the developing society is as essential as the need for health, education, housing and other things.

People are generally of the opinion that communication is amongst the least important issues on their agenda. One has to clearly show how radio can bridge the gap between local authorities, national government and other developmental organisations. This need has to be quantifiable by means of statistical figures to be convincing. For example, mentioning the number of people your community radio aims to service is important and some research can be required at this stage.

Participation

Community radio is characterised by an active community participation in all the structures of the organisation. The community that the station serves has to be involved in developing the radio station project and mission, and in designing future programmes. The community participatory structure might not yet be in place but people must be invited to join the process and contribute to setting up that structure (see below).

As community radio stations depend on volunteers, it is therefore important to recruit from your actual target community right from the beginning, because no other person has a better understanding of the issues than the people who are part of it.

Great efforts will have to be put into empowering the local people to run the station. It may be difficult to obtain participation and enthusiasm at the very early stages of the project preparations, but it is important to involve as many groups and individuals as possible from the start.

Organisational structure

The structure of the organisation should be as democratic as possible, such that the community becomes actively involved in the election of the board members or trustees, and any other portfolio in the radio station.

The structure could include the following bodies:

- the Members, and the Annual General Meeting of the members (AGM),
- the Board of Directors or Trustees,
- the Executive Committee of the Board (or the co-ordination/management committee),
- the Volunteers Group and/or the Open Forum,
- the staff (if any or at a later stage).

The role of each and every body and person in the station must be clearly defined, in order to avoid a situation where some people feel that they have more power than others.

The role of the highest decision-making body and of the volunteers must be carefully outlined. Employed or even volunteer members of staff should have appropriate job descriptions. All of these processes must unfold in a very transparent and democratic manner.



It is wise not to have a very bureaucratic structure at the initial stages of the project. This will allow flexibility in decision-making processes. However when the organisation grows it will be essential that

clear lines of accountability and functions are developed to enable discipline and accountability of the personnel and elected leadership.

Programming and producing community radio programmes

As a radio station, your duty is to produce good quality programming, which will appeal to listeners. People will not listen to community radio just because it is there, but because of the valuable programmes available from the station. If a community radio station has poor quality of programming, people will either switch off or tune in to another radio station that will appeal to them more.

On the other hand, the need for producing quality programme must not become an excuse to exclude the participation of the community in the production process. In some cases, programme production has been carried out by qualified producers to the total exclusion of members of the community. The excuse has been that production is a specialised skill that is not easily found in communities. However, it has become apparent that even professional journalists and qualified radio producers lack skills when it comes to community radio programming. They might try to work *for* the community but they might not have the skills to work *with* the community and to involve the community in producing its own programmes – in the field and in the studio.

Training

The challenge therefore lies in balancing technical and programme production with the participation of community members who don't have these skills. Participation by members of the community should not be limited to governing the radio station (which is also challenging for unskilled people). As much of practical work as possible should be carried out by volunteers from the community.

This is why community participation often requires training. It does not have to take more than a few weeks to teach a committed activist to use the radio media. In-house workshops can be organised with the assistance of more established radio journalists, managers, technicians or anyone who has a keen interest in the development of the station. Adult educators and experienced community workers have also a lot to contribute, even if they are unfamiliar with media projects – at least they know how to work *with* the community.

Training should always be done in view of developing the community radio and not only some individuals. There have been cases where it is always the same individuals in a station that get access to training opportunities. This concentrates all the skills in a few hands, hence reducing the ability of a wider number of people to participate effectively on the station. Fewer skilled people weakens the radio's sustainability, should these individuals leave the station for greener pastures...

Training can be provided in many areas of broadcasting. One can think, for example, of:

- the entire process of setting up a community radio : initial community structures, information gathering and design of the project, definition of a mission, adopting a constitution, registration, license application and frequency allocation, fundraising, equipment procurement, going on air, etc.;
- the management of the community radio : policy-making, advertising and other fundraising activities, accounting and financial management, human resources and skills development, membership & community participation, operational planning and programming, managing conflict and change, etc.;
- the production of programmes : involving the community and local organisations in production, managing volunteers and professionals relationships, ethics, news, features, current affairs, field and studio equipment use, research, writing, presenting, interviewing, editing, sound effects, etc.



the technical skills and equipment : what is airwaves, sound, recording, antenna and transmitters, building technical teams in the station, planning technical developments and skills, procurement, use, management and maintenance, minor repairs, connecting and structuring a studio, etc.

A list of available resources and training institutions can be found in appendix two of this booklet.

Equipment and technical skills

Procurement of equipment for radio broadcasting can be intimidating, but can be easily demystified. One needs to ensure that the people assisting you in purchasing the equipment are knowledgeable in that field and sensitive to the specificity of a community radio project. Important decisions will have to be made regarding the kind of equipment that has to be purchased. You will have to select amongst a wide variety of equipment - whether analogue or digital, depending on the budget you have at your disposal.

There are always pressures from sales people to buy the latest or most sophisticated equipment. One must know that different options exist and that equipment can be gradually upgraded (this is true for broadcasting or computer equipment). If you can afford it, invite an independent technician to visit the site chosen for the station. He or she could help you assess the type of equipment that would best suit your needs, in terms of the region's topography, climate and access to back-up support and spare parts from the various equipment companies present in your region.

In order to avoid being at the mercy of suppliers, and having to pay excessive amounts for equipment, maintenance and repairs, community radio stations must engage in some skills' development in the technical field. Without becoming broadcasting engineers, users of the studio and field equipment should at least know how to properly use and maintain their equipment, as well as be able to attend to some minor repairs.

The station staff needs to familiarise itself with trends and developments in various technologies and be able to make proper recommendations when it comes to purchasing or upgrading equipment. This will also be useful to design internal rules on use and maintenance, to control stocks and monitor the equipment condition, and to develop a technical training strategy. It will also be important to make sure that women involved in the community radio are not left out of the activities related to the development of technical skills and equipment.

The overall broadcasting studio digital system, including the transmitter, costs the equivalent of about US\$90,000 or FF550,000 – in South Africa. However, a low cost possibility exists for a production studio, called the Digital Edit WorkStation. It is a stand-alone unit and costs the equivalent of about US\$11,500 or FF70,000 – also in South Africa. There is a number of broadcasting equipment suppliers based in South Africa, which could be approached for quotations on various kind of equipment other than these.

For a station based out of Southern Africa, it could be cheaper to buy the equipment elsewhere in Africa, or even in Europe or America, as the equipment available in South Africa is imported from overseas. It is worth comparing prices.

For more information on the equipment and the suppliers based in Africa, please contact the training institutions listed in appendix two, or the resource department at NCRF in South Africa, or AMARC Africa's office.

Also consult also appendix three of this booklet for more information on equipment.



The new Internet and satellite technologies

Some community radio stations in Africa, and elsewhere in the world, now have access to the latest technologies allowing them to receive news through a satellite link or through the Internet – a simple telephone line connected to a computer.

These new technologies are *not* essential to operate a community radio station. Most stations operate for several years without a computer, leave alone the Internet connection. This might continue to be the case for many new community radio stations in Africa.

However, it is useful to know what these technologies are about and what they have to offer. You can then decide whether this is important or not for your own project at the moment, or in the future.

In Senegal, ENDA-GRAF is currently operating a news service through the Internet that focuses on stories about African women. The service provides articles in English and French (not all are translated though) that can be used by community radio stations around the world, although they are not specifically written for radio readings. For more information, if you are connected to the Internet, you may contact <mhms@enda.sn>.

Also, there is the Oneworld Radio News Service at http://www.oneworld.org/radio_news/ which places radio programmes from all over the world on their web site for independent radio stations to download for inclusion in their programming. Radio Stories from the Internet can be obtained by taking audio from the Internet and recording it on to a tape machine via the computer's 'audio out' socket. To perform this task, you would need a computer with a sound card.

The Panos Southern Africa publication, *Signposts on the Superhighway: African Environment* has a whole chapter on radio on the Internet at <http://www.oneworld.org/panos>.

In South Africa, such new services designed specifically for community radio were introduced in late 1997 by the *Roots Radio Network* project, a joint initiative of the National Community Radio Forum and the Centre for Democratic Communications, who have been servicing the community radio sector for some years. Radio programmes are sent to a satellite which links some 21 community radio stations, providing them with access to programmes for inclusion in their broadcasts if they so wish. Soon they will provide a similar service through the Internet, offering written news stories that stations can receive on their computer, print out, and read or adapt for their broadcasts.

Until you can access such services, your station staff can still gather local information in your immediate community and use the public or state broadcaster, or news agencies, for national or international news.

“Roots Radio will focus, above all, on helping South Africans safeguard their rights and freedoms, as outlined in the Constitution’s Bill of Rights. [...]. Roots Radio will be a medium through which the concerns of a community are often told by the voices of people ‘on the ground’, the average people who are not community leaders and do not have any power of the sort that the country’s elites have.” *CDC and NCRF, The Roots Radio Network*.

In 1996, in Latin America, AMARC and the Equator’s Centre for Popular Education (CEDEP) established *Pulsar*, a news service for the community radio sector operating through the Internet. Two years later, it reaches about 1000 users with an annual budget of about US\$300,000, even though it started with an initial investment of US\$12,000 and a lot of hard working hours! One requirement for the take-off of such projects is that the telephone systems in the targeted countries should be working minimally well...

“To see how this happens, we need only to look at the basic tools needed to access the Internet: a computer and a telephone. According to recent statistics, 95 percent of all computers are in the developed nations and ten developed nations, accounting for only 20



percent of the world's population, have three quarters of the world's telephone lines. It is obvious that the trickle of information reaching the South will pale in comparison with the exponential growth experienced by those who are already information rich.

Despite the sobering nature of the situation, we cannot afford to ignore the new information and communication technologies. We are still a long way from the day when every schoolchild in Latin America [or Africa] will have the same access to information resources as does his/her counterpart in Europe or North America, but at least we can make use of the new technologies to address the problem encountered by the local community radio producers.

Although an important goal, it is not enough to focus exclusively on the quantitative development of Latin America's [or Africa's] communication infrastructure – more computers, more satellites, more bandwidth, more speed. We must also develop a strategy that will enable the consolidation of the social communication networks already present in the region.” *Bruce Girard, former director of Púlsar, in 'Community Radio: Gateway to the Information Revolution'.*

Financial Sustainability

To start up a community radio will always be a costly exercise. It will require the establishment of studio facilities and purchase of equipment that is expensive, even if low cost solutions are chosen.

The running costs of the radio station need not be excessive, but should cover expenses for electricity, tapes, transport, maintenance and replacement of equipment after some time. It might also be necessary to employ a full-time station manager to co-ordinate the activities of the radio station.

This will necessitate obtaining some means of income. There is a variety of possible income-generating activities that a community radio station can venture into:

- A popular station will be able to generate commercial advertising revenue.
- It can also generate money from listeners through different categories of membership fees.
- Benefit concerts for a radio station can be organised, as well as radio sweepstakes or tombolas.
- Donations from funding agencies can also be solicited, since more and more donor organisations are beginning to see the developmental value of supporting radio projects.
- Sponsorship of programmes is another viable source of income. Several NGOs and governmental departments will be interested in sponsoring for example health programmes, and some advertisers who feel that a programme reaches out to their target audience will definitely put in money into that programme which generates money for the station.

Stations need to be careful of not allowing themselves to be dictated to by advertisers, who will want to influence a station's programming format. This is common when an advertiser feels that he has spent a considerable amount of money in the station.

Budgeting for your station

For a healthy financial management, consistent budgeting is vital. The following is just an example of typical budget headings, to be listed on the left side. Figures for the cost of each item listed should be worked out, per month whenever possible, and then for a whole year. Figures should be put against the budget items on the right side and one should indicate clearly in what currency the calculations have been made (e.g. in your national money or in CFA, American dollars, French francs, etc.)

CURRENT EXPENSES BUDGET: (Currency)



	Per month	Per year
Salary
Staff benefits
Office rent
Telephone /Fax
Postage, stationery, copies
Travel
Equipment maintenance & repairs
Training:		
tutor fees
venue and equipment
meals and accommodation
literature and educational aids
transport
Contingencies
TOTAL

CAPITAL EXPENSE BUDGET:

	In total
Office furniture
Office and broadcasting equipment
Educational equipment
Training room furnishing
Vehicle costs
TOTAL

It is important to work out how much funds can be raised from various sources. The following Income Budget is as important as the Current Expenses and/or Capital Expenses budgets.

INCOME BUDGET

	Per month	Per year
Membership fees
Training course fees
Community fundraising events
Sponsorships of programmes
Advertising revenue
TOTAL

If your total income is lower than the total current and capital expenditure then additional funds have to be sought. The gap (shortfall) can be bridged by submitting funding proposals to donor organisations. Before doing so, try to see if you can reduce your expenditure and increase your income somehow. If you still can not balance expenses with income, then donor funding might be helpful.

Fundraising from donor organisations

To obtain financial support from donor organisations (or ‘funders’) you will need to draw up a convincing funding proposal that will include a budget for the projected expenses. Several funding proposals are needed for capital purchases as well as for service costs, as some funders are more likely to assist in setting-up (capital purchases) and others in running the station (service costs). It is wise to first enquire from donors the kind of proposal they are prepared to consider, prior to submitting one.

Before writing up a funding proposal, the station must have adopted a mission statement and specific objectives, identified the target community it will serve, set up its internal structures, adopted a programming policy, determined its equipment requirements, worked out a budget and identified strategies of self-generated income other than from donors. These steps will help a lot in planning for the station and submitting this plan in a funding proposal.



Some donors will provide guidelines to help community radio stations drawing up their funding proposal. However, other donors will leave it to the station team to draw up the proposal themselves. In such cases, the following format could be useful.

What is also important when submitting your proposal is a letterhead saying who and where you are. This presentation letter needs to state clearly the service or activity that is provided, with relevant information on the target group, and the assistance requested from the donor.

The proposal itself could be presented as follows:

A. Summary

This first page sums up the entire document. On this page one should list:

1. The name of the community radio station;
2. The names of the persons to contact for additional information;
3. The address and telephone and fax numbers to reach these contact persons;
4. The legal status of the station (association, trust or foundation's registration information);
5. The broadcasting license details (still in process, or issued by which authority, on what date);
6. The frequency allocated (if any, otherwise are you applying for AM or FM frequency);
7. The audience it reaches (number of listeners, area covered, and broadcasting radius);
8. The programming content (in a few words, the kind of programmes);
9. The object of the proposal (the funds are required for operational or establishment activities);
10. The amount requested from the donor;
11. The amount and goods & services already secured by the station.

B. Funding proposal

These pages will describe your community radio station and its need for assistance.

1. Background
(History of the radio project in the targeted community and national context, including when the project was formed, what research was done, what community support it has and the existing achievements of the project. It is also crucial to mention who is already supporting the station and it might also be helpful to attach in annexe some letters of support from well-known community organisations supporting the project.)
2. Beneficiaries
(Description of the targeted community and participants in the station. It will be important to give facts and figures where necessary, with an analysis of their situation, showing how the project can uplift the plight of the people it will serve.)
3. Mission statement
(Include the community radio station's mission and a section listing the specific objectives of the station, as developed previously.)
4. Organisational structure and community involvement
(Diagram of the structure - AGM, Board, Management Committee, etc. - and names of elected leaders and key staff members. Other relevant information includes the calibre of the human resources available within the project and a description of how is the community involved in planning and managing the project.)
5. Management policies
(Description of all the station's policies or internal rules, codes of conduct, job descriptions, lines of accountability, etc.)
6. Programming policies and content



(Description of the programming policies, programming committee-s, programmes schedule, etc.)

7. Achievements to date
(Description of the past and current activities carried out to achieve the mission and specific objectives.)
8. Projected Activities
(Description of new activities to be carried out to achieve the mission and specific objectives, and for which the station is now seeking financial support from the donor.)
9. Expected Results
(Description of the expected impacts and results of the new activities on the targeted community)
10. Work plan / timeframe
(Description of the timetable set to implement each of the new activities over a year or more)
11. Monitoring / Control
(Description of the roles and mechanisms for the staff, management and board members, to monitor the station's activities and resources management. This includes managing human resources, equipment and funds. It should also include a financial audit by external chartered accountants.)
12. Assessment / Evaluation
(Description of the mechanisms to ensure regular and participatory measurement of the activities' direct results and of their impact in achieving the station's mission and objectives.)
13. Expected constraints and difficulties
(Description of the potential problems the station could encounter that may not be controlled or resolved by the station, and that could affect its plans and operations.)
14. Strategy for Self-generation of Income and Sustainability
(Description of all sources of income the station can mobilise and its plans to make the station increasingly self-supporting in the timeframe set out above and beyond. It can be useful to obtain some expert advice to help in the design of a clear business plan.)
15. Budget
(Provide the budgets prepared previously, including the expenditure budget – running costs and capital costs – and the income budget. Add a line stating the gap (shortfall) between the expected expenditure and income. Add a line stating the budget items and amounts for which the station is requesting assistance from the donor.)

Ready? Good luck. Some donors are listed in appendix two of this booklet, but you should try with anyone based in your own country first. They are more likely to know you or have heard of you.

Licensing and frequency allocation

The legal framework of community radio is consistently being refined and varies from one country to the other. This booklet cannot provide you with adequate information in this regard. You will have to contact the Ministry of Information and/or Communication & Broadcasting in your own country to find out the relevant information. We recommend that you try to obtain copy of the existing broadcasting law in your country and see whether you may or not apply for a community radio station license.

A first step to find out what exists and what are the procedures in your country is to speak to an existing community radio station. If there isn't any, you can contact a newly established private radio for advice. Also seek the guidance and assistance from progressive lawyers and senior journalists in your country.



If all else fails, then there is need to lobby for changes in your country. Although ‘pirate radios’ (unlicensed radio stations) exist in some countries, this is not an easy way to go and depending on the situation in your own country, this might even be an irresponsible way of action. In some countries, communities and activists have suffered severe repression for broadcasting illegally.

AMARC is currently co-ordinating an international campaign for legislative frameworks favourable to community radio. One of the elements of this campaign is to get endorsed by the United Nations Commission on Human Rights the following Resolution:

**DRAFT RESOLUTION ON THE PROMOTION OF LEGAL STANDARDS
TO ENSURE NON DISCRIMINATORY ACCESS TO BROADCAST MEDIA**

The Commission on Human Rights:

Mindful that the effective promotion of the right to freedom of opinion and expression is of fundamental importance to the safeguarding of human dignity,

Considering the democratic principle of access to broadcasting as a key instrument for the promotion of the freedom of expression and opinion, peace and development of democracy,

Guided by the Universal Declaration of Human Rights that sets forth the freedom of opinion and expression; moreover the right to receive and impart information and ideas through the media, regardless of frontiers, on the commemoration of its 50th anniversary,

Welcoming the positive steps taken by many countries to ensure pluralism in the access to broadcast media, and specifically regarding the allocation of transmission frequencies and in granting of television and radio broadcasting licenses,

Taking into account the need for all States to encourage the free development of broadcasting in their countries and to pay particular attention to the right to receive and disseminate information,

1. Indicates the need to promote the standards set out in the Universal Declaration, and the human rights regional instruments, with regard to freedom of opinion, and the access to broadcast media;
2. Appeals to States to ensure respect for the rights of all persons and communities to exercise the right to freedom of expression and opinion, including the right to receive and disseminate information;
3. Urges all States to eliminate legal provisions which operate to deny equal access to broadcast media, specifically to community and local radios;
4. Decides to consider the question of the promotion of standards regarding non discriminatory access to broadcast media at its fifty fifth session; and
5. Requests the Rapporteur on the freedom of expression to prepare a report specifically on this matter, which will be presented at one of the forthcoming sessions of the Commission.

Geneva, March 1998.

This resolution can only be adopted by the Human Rights Commission with the support of a majority of UN member countries. A good step in this direction would be for you and other organisations in your



country to lobby your government for its support to the resolution and its implementation in your own country.



Chapter 4

Problems you should expect to encounter

Setting up a Community Radio is not without problems. Given the complex nature of social and economic dynamics at the community level, the different stages of development of each community, with different cultures, problems are bound to be encountered.

Below is a list of expected problems that can get people thinking on developing strategies to confront them and resolve them, or even to avoid them.

Difficulties to expect range from:

- Finding ways to encourage, ensure and sustain participation. For community members to actively participate they need to be convinced that this is for their own benefit. Sometimes they make supporting statements but leave the process to a few hands and later on - when those few hands do not address the community needs - communities rebel. This might have a bad effect on whether you will get your license renewed at your next license application once your license lapses. Remember, you cannot stop communities from demanding good service and interfering in the station's affairs, as they are the owners of the station! A good example of this is the case of Radio Islam, a community radio that was owned and controlled by a specific Muslim grouping in South Africa. When this station decided that women could not speak on their airwaves, women and men from the broader Muslim community rebelled and asked the regulating body that women's voices be heard on the station or it be shut down. They based their argument on constitutional rights granted to women. The station refused to budge and it lost its license.
- Maintaining volunteer involvement. Most stations depend on volunteers. These volunteers tend to be people without jobs. Whilst this has its positive it also has its negative effects. The positive side is obvious: they acquire skills and will therefore increase their chances to get a job elsewhere based on the skills gained at the station. The difficult side is that volunteers often need money for food, travel to the station and after sometime, they may request money for the time they spend in the station instead of going elsewhere for a job that pays. A station, even one that is doing well financially, cannot afford paying a living wage to every volunteer or activist. Volunteer job descriptions and contracts might help contain the amount of time spent by a few volunteers in the station, and force the station to involve more volunteers. However, in a context where most people are working, you will not find this problem. Volunteers in this situation come to the station only during their spare time and therefore do their station's work as a service to the community.
- Balancing skill development with the risk of distancing those without skills, who need and demand to participate. Training does help here but also has its own challenges. For example how do you choose who will benefit from training, how do you ensure that those chosen feed back to the station or the community and do not leave to greener pastures once trained (it's very common), etc. Many community radio stations experience problems with staff turnover. In some cases a few people are being trained and then hold on their positions for too long, thereby excluding turnover and wider community participation. In other cases these few people are offered jobs elsewhere as soon as they are trained and it creates difficulties with unexpected turnover. In either case, stations have not planned for continuing training activities directed at many different community members.
- Developing adequate policy, in particular for management, will clearly define the roles of the different structures and their relations to each other. E.g. the role of the Board of Trustees/Directors' versus that of the Management Committee. A good management policy is necessary for the station to be healthy. Another South African community radio lost its license because it did not have a proper management structure as a non-profit organisation (AGM, elected Board, etc.) and was virtually run by a few individuals as if it were their private property. These individuals were subsequently told to go and open up their own commercial radio station.
- Balancing your fund-raising activities/money-making activities with your mission. E.g. can you take smoking or alcohol advertising, if your mission explicitly includes the promotion of the community's health and well being? Also when you have made enough money, how do you ensure that such growth do not corrupt you into becoming just like a commercial station. You



must ensure that your programming is primarily community-interest focussed before being a money-making enterprise (i.e. community-driven programming versus programming driven by advertisers).

- Balancing the station's vision with material conditions forcing new approaches or with license conditions as prescribed for a particular period by the Broadcasting Regulator. This basically means that you must be realistic in the mission you adopt and the plans you develop in order to achieve it. You are operating within constraints which must be acknowledged, otherwise further problems develop.

When facing these problems, it is important to remember that you are not the first station facing these challenges and that you can learn from other stations' experience.

There are ways of resolving or avoiding some difficulties, e.g.:

- advertising and 'mission corrupting' : you need to develop a clear and realistic advertising policy for your station;
- programming vulnerability to external pressure : your programming should be based on your clearly defined mission, objectives, constitution and programming and advertising policies;
- volunteers involvement : you need a clear volunteers policy; volunteers training mechanisms, volunteers structure, volunteers contracts, volunteers work schedules (so that they do not just come and spend all their time at the station - rather they come to do work and go afterwards);
- financial strategy and sustainability : you need a business plan and clear fund-raising strategy, policy and tools - such as a good presentation document on your station, identified people whose responsibility it is to fundraise and/or generate advertising income, and perhaps support from training organisations;
- management : a clear set of management policies (including management of resources, equipment, volunteers, staff, money and internal conflicts) is the key to a healthy station. To develop such policies, a station may seek advice from experts if needed.

In conclusion, as any other community project, a community radio station is not devoid of problems. But such problems are seldom insurmountable. Each station needs a clear mission, constitution, policies, a capacity-building programme and a focused training programme.

You will also need a good dosage of willpower, a capacity to acknowledge and tackle problems before they grow, and friends with whom to share your concerns in the community radio movement!

Do not hesitate to contact other community radios to exchange ideas and experiences – and not only when things are going well... A list of AMARC members in Africa can be found in appendix six.



Chapter **Conclusions**

5

“Communication can be *about* development or *for* development. It is generally agreed that for communication to be for development, the means of communication should be locally owned and community-controlled.” (*Heloise Henning and Eric Louw, DBSA, Some Perspectives on communication and development, January 1996*)

Against this background it should be made clear that community radio is not about doing something for the community but about the community doing something for itself, i.e. owning and controlling its own means of communication.

Clearly community radio is very important in a developing context like in Africa. For development and democracy processes to grow, communities should actively participate in communication, which will empower them to drive and nurture these processes.

“Community Radio is the community’s ‘tree of speech’, managed by the community and requiring its participation in order to develop. Regardless of what it is called - local radio, native radio, popular radio, educational radio - it is a true instrument of democratisation, all the while recognising cultural pluralism.” *Eugénie Aw, Opening Speech by President, Dakar, Senegal, January 24, 1995.*

This booklet’s proposed definition of Community Radio is therefore trying to ensure that the above is achieved. It is not about what the station is called, rather about its mission.

“The emergence of independent broadcasting is linked therefore to the people’s desire to participate in public debate on public affairs. For example, public rural broadcasting has been useful in disseminating social information, but has not allowed its audiences to communicate their own social development and political-economic agendas. Community-based broadcasting has the potential to promote African cultures and to set the national agenda by allowing for people’s participation in public debate about public affairs.” *EcoNews Africa and ACCE, Community Media Workshop for Eastern and Southern Africa Report, Nairobi, Kenya, November 13 - 16, 1995.*

Clearly there is a need for participatory and community-based approaches to the production of alternative media, especially given the context of economic liberalisation and ‘Structural Adjustment Programmes’.

While Community radio is an important tool for the promotion and protection of local and national cultures (against the dominance of multinational western music distributors and news agencies), it must also be defined in a way that does not revive ethnic divisions. The regulators should be able to ensure a guard against this development of ethnic-based community radio stations.



Appendix one - MORE ON AMARC

AMARC is a French acronym that stands for the World Association of Community Radio Broadcasters. The association was born as a movement in 1983 and formalised as an organisation in 1988. Its International Secretariat is located in Montreal, Canada, and co-ordinates work on a worldwide level.

The AMARC International Secretariat is assisted by regional offices that co-ordinate continental activity. The Latin American office in Quito, Ecuador, offers for instance on-site courses and evaluation for community radio projects and maintains regular contact with the region's 260 members. The European office in Sheffield, England, serves AMARC's continental members through projects such as Open Channels, a training and exchange program linking Europe's Western, Central and Eastern regions.

AMARC's first African office was established in February 1997, in Johannesburg, with the mid-term goal of servicing all African AMARC members. In the longer-term, it will work towards the establishment of an AMARC West and Central African office, at which point the Johannesburg office would become the AMARC Southern and Eastern African office.

AMARC's Mission statement and goals

- To democratise radio broadcasting through local and international action;
- To promote the community radio movement;
- To represent and defend the interests of its members at the international level;
- To offer various services to its members.

Statement of Principles

Members of AMARC:

- Believe in the need to democratise access to information and communication in order to promote more just relationships and equitable exchanges among peoples.
- Contribute to the expression of different social, cultural and political movements – in all their diversity – by working to promote all initiatives that encourage peace, friendship among peoples, democracy, and development.
- Recognize the fundamental and specific role of women in establishing new communication practices. Women's participation in the decision-making structures of community radio stations is essential.
- Express through their programming the following principles:
 - Respect for peoples' sovereignty and independence;
 - Respect for solidarity and non-intervention in the internal affairs of other countries;
 - International cooperation based on equality, solidarity, mutual respect, and the refusal of all discrimination based on race, gender, sexual orientation, or religion;
 - Respect for the cultural identity of all people.

AMARC international projects and services

- Training and Consultation - a network of skilled professionals who can provide training workshops and consultations in production, technical development, management, training of trainers and development of favourable legislation;
- *InteRadio* - a biannual newsletter devoted to community radio news and analysis, distributed in Spanish, French and English to AMARC members, individuals and organisations around the world;



- *AMARC-Link* – a bimonthly bulletin that informs AMARC members and partners of the association’s activities and projects;

Research and Publishing - AMARC also publishes *Radio Forum* (a series of specialised publications), and a number of studies, conference reports, articles as well as a book featuring stories around the world.

- Lobbying – AMARC represents the sector at certain international forums on issues ranging from the right to communicate, to digital audio broadcasting.
- The Women’s Network - a network of women in radio which brings about greater awareness of women’s issues and perspectives, and provides specific seminars and services (such as written and audio documents);
- The Solidarity Network – a network mobilising world-wide solidarity for community radio broadcasters whose right to freedom of speech is under threat. The Network produces and distributes *RadioAction Alerts*;
- Electronic Communication - AMARC offers a World Wide Web site (<http://www.amarc.org/>); electronic conferences; an electronic information mailing list, *AMARCINFO*; and a usenet news group, in co-operation with Videazimut (an international NGO for community video and television);
- Conferences and Seminars - regional and global conferences and seminars on community radio and democratisation of communication.
- AMARC International Solidarity Prize - this International Solidarity Prize of AMARC is awarded to a radio station or group for exemplary action in promoting freedom of expression.

In 1995, the second AMARC International Solidarity Prize was awarded to the National Community Radio Forum of South Africa, at AMARC 6th World Assembly in Dakar, Senegal, for the role it played in both the struggle against apartheid and the creation of a democratic society in South Africa.

On AMARC Africa

“We at AMARC are not here to impose a model. It is up to you to create a model for Africa, based upon discussions and above all experience. We hope to help to consolidate and strengthen your determination to put a new type of radio on the air, one which will be a plus for Africa.” *Former AMARC President, Michel Delorme, Pan African Community Radio Meeting, Cotonou, Bénin, 1992.*

AMARC African +200 members have two elected representatives on the AMARC International Board. They also elect an African Board of Directors, formed of seven members, including two members of the International Board, two women representatives, and three officers responsible for technological development, training and capacity building, and organisational development.

The first African office of AMARC was established in February 1997, in Johannesburg, with the mid-term goal of servicing all African AMARC members. In the longer-term, it will work towards the establishment of an AMARC West and Central African office, at which point the Johannesburg office would become the AMARC Southern and Eastern African office.

AMARC Africa’s plan of action:

- Support the development of a legal, political and cultural environment conducive to participatory radio broadcasting;
- Develop human resources and materials in community radio set-up, management, production and technology;



- Promote African women's access to and participation in all aspects of community radio.

Build and coordinate the regional network of radio broadcasters. This network will be a means of distributing information; bringing together various experiences; transferring skills within the network; and bringing African affiliates to the International Solidarity Network.

AMARC Africa:

c/o NCRF, Suite 109, Private Bag X42, Braamfontein, Johannesburg 2017, South Africa.

Tel: +27.11.403.4336 or 403.7962 Fax: +27.11.403.7514 or 403.4314 E-mail: safrica@amarc.org.



Appendix two - RESOURCES AND SUPPORT AVAILABLE

Training institutions

Centre interafricain d'études en radio rurale

Ouagadougou, Burkina Faso
Tel : +226.30.66.86
Fax : +226.31.28.66
e-mail :

Centre for Democratic Communications

Johannesburg, South Africa
Tel: +27.11.403.2750
Fax: +27.11.403.1510
e-mail:

Institute for the Advancement of Journalism

Johannesburg, South Africa
Tel: +258.1.484.1765
Fax: +258.1.484.2282
e-mail : bcast@wn.apc.org

Institut supérieur des sciences de l'information et de la communication

Dakar, Sénégal
Tel : +221.825.0505
Fax : +221.825.1425
e-mail : issic@metissacana.sn

National Community Radio Forum

Training Department
Johannesburg, South Africa
Tel: +27.11.403.4336
Fax: +27.11.403.4314
e-mail : ncrf@bridges.co.za

Nordic-SADC Journalism Centre

Maputo, Mozambique
Tel: +258.1.493400
Fax: +258.1.490880
e-mail :jmukela@hotmail.com

Possible funders

(French-speaking countries only)

Agence de la Francophonie/ACCT
Direction des Médias
13 quai André Citroën
75015 Paris
France
Tel: +33.1.4437.3300
Fax: +33.1.4579.1498

(French-speaking countries only)

Direction du développement et de la coopération
Programme Massmédia
Gutenbergstrasse 42
CH-3003 Berne
Suisse
Tel: +41.31.322.3536
Fax: +41.31.324.1699

(All countries may apply)

Canadian International Development Agency
DG Afrique et Moyen-Orient
200 promenade du Portage
Hull, Qc. K1A 0G4
Canada
Tel: +1.819.997.6119
Fax: +1.819.953.5834

(All countries may apply)

Denmark Ministry of foreign affairs
Department of Information
Asiatisk Plads 2
1448 Copenhagen
Denmark
Tel: +45.3.392.1906
Fax: +45.3.392.0788

(All countries may apply)

Communication Assistance Foundation
(CAF/SCO)
128 Eisenhower laan
2517 KM The Hague
The Netherlands
Tel : +31.70.352.1811
Fax : +31.70.355.4465

(All countries may apply)

European Commission
DG VIII/5 – Information, documentation
G-1 1/335
200 rue de la Loi
Belgium
Tel.: +32.2.299.3060
Fax: +32.2.299.2525



(All countries may apply)

Evangelisches Missionwerk in Deutschland
Normannenweg 17 - 21
D – 20537 Hamburg
Germany
Tel.: +49.40.254.56.165
Fax: +49.40.254.29.87

(All countries may apply)

Finland Ministry for Foreign Affairs
Department for International Development
Cooperation
Information Unit
PO Box 127, FIN-00161
Helsinki
Finland
Tel.: +358.0.1341.6350
Fax: +358.0.1341.6375

(All countries may apply)

Frederich Ebert Stiftung (FES)
Mass Media Department
Godesberg Allée 149
D-53170 Bonn
Germany
Tel: +49.228.883.609
Fax: +49.228.883.600

(All countries may apply)

IDRC
250 rue Albert, BP 8500
Ottawa, Ont. K1G 3H9
Canada
Tel.: +1.613.236.6163
Fax: +1.613.567.7748

(French-speaking countries only)

Ministère des Affaires étrangères
Service des affaires francophones
224 Boulevard Saint Germain
75303 Paris 07
France
Tel: +33.1.4317.9780
Fax: +33.1.4317.8046

(French-speaking countries only)

Ministère de la Coopération
Bureau des Médias
20, rue Monsieur
75007 Paris
France
Tel.: +33.1.5369.4166
Fax: +33.1.4449.7519

(Southern Africa only)

Open Society Institute
PO Box 678
Wits 2050
South Africa
Tel: +27.11.403.2950
Fax: +27.11.403.2708

(All countries may apply)

PIDC/UNESCO
1 rue de Miollis
75015 Paris
France
Tel.: +33.1.4568.4198
Fax: +33.1.4449.0132

(All countries may apply)

Stem van Afrika (Foundation Voice of Africa)
P.O. Box 134
1400 AC, Bussum
The Netherlands
Tel: +31.35.691.8450
Fax: +31.35.692.2925

(All countries may apply)

Swedish International Development
Cooperation Agency (SIDA)
Culture and Media Division
Deso Sveavagen 20
S-10525 Stockholm
Sweden
Tel: +46.8.69 85 251
Fax: +46.8.69 85 650

(All countries may apply)

The Rockefeller Foundation
Arts & Humanities Programme
PO Box 47543
Nairobi, Kenya
Tel: +254.2.22 80 61
Fax: +254.2. 21 88 40

(All countries may apply)

World Association for Christian
Communication (WACC)
357 Kennington Lane
London SE11 SQY
England, UK
Tel: +44.171.582.9139
Fax: +44.171.735.0340



Appendix three - EQUIPMENT INFORMATION FOR SETTING UP

These guidelines were prepared by Kodjo Nyamaku, a Togolese radio-broadcasting engineer, for the NCRF and the African community radio movement.

The technical development of a Community Radio Station usually follows a series of consecutive steps.

Procedure 1

Carry out a survey to assess potential listenership and calculate feasibility.

The following points should be clarified:

- How big is the locality radius you attended to cover, this would help to define the power of the transmitter needed. The average coverage radius for difference effective heights is as follows:

Effective height above average terrain 75 m

Stereo Service

10 W approx. 5 km

100 W approx. 11 km

1000 W approx. 18 km

Effective height above average terrain 150 m

10 W approx. 8 km

100 W approx. 15 km

1000 W approx. 25 km

These figures depend very much on the terrain of the coverage area. There might be bad reception within these areas if there are hills, mountains or sea. There is a good reception within a flat area.

- Where the station will be located to facilitate community access.
- Obtaining a topologic map of the area showing hills, mountains, valleys, rivers, etc., to determine the best position for the antenna. This should be close to the station to avoid the need of a link up system from the studio to the antenna.
- Looking for radio broadcast equipment suppliers to get different quotations. The choice of the supplier should be made by taking a particular attention on the technical performance of the suppliers described above. It is helpful to choose a local or regional supplier.
- Deciding, according to the nature of the programmes format, whether the studio should be divided or not by a glass partition between the controller's and presenters' areas.

A technician, who should pay a visit to the locality, should help clarify those points.

Procedure 2

- The supplier produces a report for radio broadcasting/production studio equipment (including transmitter) by taking into account the available skills involving in the project.
- The supplier produces a suitable, comfortable and ergonomically studio layout plan, taking into accounts the size of the room and the needs of in-house training and potentially large production teams (e.g. spatial arrangement of equipment, workspace, ventilation, etc.).
- Draw the budget

Procedure 3



- Preparation the studio room and installation of secondary equipment if needed, to ensure that studio room is acoustically gut.
- The supplier would install the on air studio equipment on site.

The equipment supplier should plan the installation date together with the Community Radio members. The installation and the wiring belong to all necessary electrical and mechanical construction, including the installation from cable channels, the lying from the power supply cable and the necessary signalling lines.

Further, included are the supply and the installation from all units and the plug-in component bridge to carry the amplifier, the insert cards, the limiter, the transmitting amplifier, the relay card and all necessary switch units.

- Functional test of the equipment

The equipment supplier installs the studio with complete wiring. A control report with recording of the measured values must be written in the presence of Community Radio members. In this report all relevant parameters should be set.

The complete equipment must be functionally tested. The acceptance is only valid if the complete equipment works without any errors and is delivered with the necessary documentation.

This report must be signed by both parties. The guarantee is then set in after the signing of the acceptance agreement.

Procedure 4

- Personnel instruction

After successful inspection of the complete equipment, the equipment supplier must instruct the staff on site with organising training.

The instruction must include training in how to operate the on-air console and all delivery sound recorders.

The training should be so intensive that if there are small defects the Community Radio members should be able to repair it by replacing modules other by using old spare parts. The Community Radio must plan a budget for spare parts.

- Documentation

It belongs to the delivery package and should contain the followings:

- ⇒ General plan of the complete equipment
- ⇒ Block diagram from the on-air console
- ⇒ Modulation diagram of the whole system
- ⇒ Signalling diagram of the whole system
- ⇒ Wiring document
- ⇒ Manual of each unit
- ⇒ Print layouts
- ⇒ Equipment list

The documentation is to be stapled together with a table of contents and handed over to the Community Radio.

- The Guarantee



The guarantee performance begins after successful inspection of the complete equipment. The guarantee is normally 12 months for the hardware components and 24 months for the software. This could differ from supplier to supplier.

The Guarantee must be written from the Community Radio to know how to take the right to claim under Guarantee.

Defects determined by the system after the guarantee time must be repaired by the Community Radio. Therefore the Community Radio should organise some replacement parts and make some repair tolls available.

Equipment specification

The following equipment combinations could be taken as examples to give an overview for the technical requirement to broadcasting. The needs of each Community Radio initiative may differ slightly.

The **Table 1** is a good reference point for an equipment list for an on air studio of Community Radio initiative.

Table 1 – Equipment list

QTY	PRODUCTS
1	On air mixing console
3	Broadcast microphone
3	Heavy duty poise arm microphone stand c/w wiring
2	CD player
1	two desk cassette machine with individual input and output
1	mini disk recorder/player system
1	Telephone hybrid
1	R.A.G. light control units
2	R.A.G. light display units
1	Digital studio clock with time code control
1	monitor power amplifier
2	playback monitor loudspeaker
1	Transmitter
	Antenna, Cable + ACC.
1	Limiting-compressor
1	Field recording kit
1	Set of studio furniture
1	headphone distribution amplifier
3	headphones complete with cable and connector

Terminology

The list below is some technical explanations and definitions, which could give you a clearer understanding of the studio specifications.

On air console All the studio equipment is connected to the mixer. Each piece is known as an Input or a Source. This central piece of equipment controls what is recorded or broadcast. The on air console allows you to blend and control the level of all the different audio input in use.

Monitor System Consist of an audio power amplifier and loudspeakers to allow you to hear what is being broadcast.

Limiting-compressor A safety device that checks and regulates the outgoing audio level that can be sent to the transmitter to avoid overload and subsequent damage.

Transmission system This is the radio transmitter, antennae and all necessary cables and mounting hardware.



- Broadcast microphone The main presenter microphone which should be of high quality and prevent unreliability.
- Telephone hybrid An interface unit that connects the telephone to the mixer to allow for telephone interviews.
- Mini disk recorder/player Mini disk recorder/player are used for material which is relatively short and used many times like indicative music or programs promotional and sponsorship announcement and station IDs.
- Field recording A portable tape recording kit that allows a journalist to record on location interviews that can be brought back to the studio for editing and broadcast.

The overall broadcasting studio system (including the transmitter) costs between R350.000 and R400.000. (1)

Once the on air studio is in place, it is imperative to have a second suite available as a production studio because the on air facility cannot have full recording and editing facilities. This studio, which could be a duplicate of the on air studio, will be used to record and edit programmes for live broadcast. The studio also acts as a standby on air studio should it be required.

One low cost alternative for a production studio is the Digital Edit Workstation. This system will take the place of an audio production studio with on air playback possibility. It is a stand-alone unit and costs about R55.000. (1)

Table 2 – Digital Edit Workstation

QTY	DESCRIPTION
1	Soundscape SSHDR1-PRO 8 Track digital editor complete with chassis, expansion interface and cable, 4 and 8 track software, manuals and 1 year support contact
1	Time Stretch/ compress, pitch Shift and Sample Rate Conversion software
1	Main filter for work station
1	2.1 Giga Byte hard drive (6 hour recording time)
1	Pentium 100 MHz computer per Soundscapes operating specification
1	14 inch VGA display monitor
1	2.1 Giga Byte hard drive for back and file storage
1	Two deck cassette machine with individual input and output for downloading, dubbing and recording
1	Rack mount mic/line mixer for signal routing and gain control
2	Small format powered loudspeaker monitor
1	Custom manufactured in/out patch bay
1	Portable trolley in light oak complete with housing for computer and rack mounting for Soundscapes and recording equipment

(1). Exchange rates at mid-1998 are R6 to US\$1.00 or R1.05 to FF1.00



Appendix four – The People’s Communication Charter

How can community radio stations keep focusing primarily on local issues, and at the same time, make an impression on the international scene? How can they ensure that the timbre of local voices is heard above the great chorus of globalisation?

This was one of the questions discussed during the 6th World Conference (AMARC 6) held in Dakar, Senegal, in January 1995. During the conference, the General Assembly adopted a resolution to draft an international community radio charter.

Today, AMARC is pioneering a People’s Communication Charter in partnership with:

- ◆ the Centre for Communication and Human Rights, based in The Hague, in the Netherlands ;
- ◆ the Cultural Environment Movement from the United States ;
- ◆ the Third World Network from Penang in Malaysia.

The Charter is an attempt to define and confirm the rights and responsibilities of those who broadcast and those who consume information. It goes beyond the confines of radio, as information consumers are being appealed by media of every stripe.

The right to communication presupposes that everyone has access to information and to the means of communication. It also presumes that those using the media are informed citizens.

Will we be able to create an international civil society in the present context where broadcasts and audiences are measured on a global scale?

The People’s Communication Charter

Article 1. Respect

All people are entitled to be treated with respect, according to the basic human rights and standards of dignity, integrity, identity, and non-discrimination.

Article 2. Freedom

All people have the right of access to communication channels independent of governmental or commercial control.

Article 3. Access

In order to exercise their rights, people should have fair and equitable access to local and global resources and facilities for conventional and advanced channels of communication; to receive opinions, information and ideas in a language they normally use and understand; to receive a range of cultural products designed for a wide variety of tastes and interests; and to have easy access to facts about ownership of media and sources of information. Restrictions on access to information should be permissible only for good and compelling reason, as when prescribed by international human rights standards or necessity for the protection of a democratic society or the basic rights of others.

Article 4. Independence

The realisation of people’s right to participate in, contribute to, and benefit from the development of self-reliant communication structures requires national and international assistance. This includes support of development communication and of independent media; training programmes for professional media workers; the establishment of independent, representative media associations, syndicates or trade unions; and the international adoption of standards.



Article 5. Literacy

All people have the right to acquire information and skills necessary to participate fully in public deliberation and communication. This requires facility in reading, writing, and storytelling; critical media awareness; computer literacy; and education about the role of communication in society.

Article 6. Protection of journalists

Journalists must be accorded full protection of the law, including international humanitarian law, especially in areas of conflict. They must have safe, unrestricted access to sources of information, and must be able to seek remedy, when required, through an international body.

Article 7. Right of reply and redress

All people have the right of reply and to demand penalties for damage from media misinformation. Individuals concerned should have an opportunity to correct, without undue delay, statements relating to them which they deem to be false and which they have a justified interest in having corrected. Such corrections should be given the same prominence as the original expression. States should impose penalties for proven damage, or require corrections, where a court of law has determined that an information provider has wilfully disseminated inaccurate or misleading and damaging information, or has facilitated the dissemination of such information.

Article 8. Cultural identity

All people have the right to protect their cultural identity. This includes respect for people's pursuit of cultural development and the right to free expression in languages they understand. People's right to the protection of their cultural space and heritage should not violate other human rights or provisions of this Charter.

Article 9. Diversity of languages

All people have the right to a diversity of languages. This includes the right to express themselves and have access to information in their own language, the right to use their languages in educational institutions funded by the state, and the right to have adequate provision for the use of minority languages where needed.

Article 10. Participation in policy-making

All people have the right to participate in public decision-making about the provision of information; the development and utilisation of knowledge; the preservation, protection and development of culture; the choice and application of communication technologies; and the structure and policies of media industries.

Article 11. Children's rights

Children have the right to mass media products that are designed to meet their needs and interests and foster their healthy physical, mental and emotional development. They should be protected from harmful media products and from commercial and other exploitation at home, in school, and at places of play, work, or business. Nations should take steps to produce and distribute widely high quality cultural and entertainment materials created for children in their own languages.

Article 12. Cyberspace

All people have a right to universal access to and equitable use of cyberspace. Their rights to free and open communities in cyberspace, their freedom of electronic expression, and their freedom from electronic surveillance and intrusion, should be protected.



Article 13. Privacy

All people have the right to be protected from the publication of allegations irrelevant to the public interest, or of private photographs or other private communication without authorisation, or of personal information given or received in confidence. Databases derived from personal or workplace communications and transactions should not be used for unauthorised commercial or general surveillance purposes. However, nations should take care that the protection of privacy does not unduly interfere with the freedom of expression or the administration of justice.

Article 14. Harm

People have the right to demand that media actively counter incitement to hate, prejudice, violence, and war. Violence should not be presented as normal, “manly”, or entertaining, and true consequences of and alternatives to violence should be shown. Other violations of human dignity and integrity to be avoided include stereotypic images that distort the realities and complexities of people’s lives. Media should not ridicule, stigmatise, or demonise people on the basis of gender, race, class, ethnicity, language, sexual orientation, and physical or mental condition.

Article 15. Justice

People have the right to demand that media respects standards of due process in the coverage of trials. This implies that media should not presume guilt before a verdict of guilt, invade the privacy of defendants or others, and should not televise criminal trials in real time while the trial is in progress.

Article 16. Consumption

People have the right to useful and factual consumer information, and to be protected from misleading and distorted advertising. Media should avoid and, if necessary, expose, promotion disguised as news and entertainment (infomercials, product placement, children’s programmes that use franchised characters and toys, etc), and the creation of wasteful, unnecessary, harmful or ecologically damaging needs, wants, products and activities. Advertising directed at children should receive special scrutiny.

Article 17. Accountability

People have the right to hold media accountable to the general public for their adherence to the standards established in this Charter. For that purpose, media should establish mechanisms, including self-regulatory bodies, that monitor and account for measures taken to achieve compliance.

Article 18. Implementation

In consultation with Signatories, national and international mechanisms will be organised to publicise this Charter; implement it in as many countries as possible and in the international law; monitor and assess the performance of countries and media in the light of these standards; receive complaints about violations; advise on adequate remedial measures; and to establish procedures for the periodic review, development and modification of this Charter.



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Appendix six – AMARC members in Africa

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