

2012-2013

**Developing a Sustainable Model for Deccan Radio
8th December 2012 – 31st March 2013**

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Background

The Commonwealth Educational Media Centre for Asia (CEMCA) has been very actively engaged with the development of community radio sector in India. Working with the policy provisions, over the past five years, CEMCA has initiated a wide range of activities to strengthen both policy and practice. Functioning as the nodal agency for CR Advocacy, CEMCA, on behalf of the Ministry of Information and Broadcasting (MIB) over the past five years has organized a series of consultations across the country to increase awareness about community radio.

CEMCA has also been providing support to applicants, guiding them right from making an application to signing the final grant of permission through a facilitation centre with additional funding support from Ford Foundation. To help generate locally relevant content in participatory and interactive formats, CEMCA conducts hands-on workshops, both for CRS personnel as well as community members, with focus on women in an attempt to bridge the gap between content producers and listeners. CEMCA is the implementing agency for a large scale programme of the Department of Science and Technology, Government of India called **Science for Women (Health and Nutrition)**, one of the largest public funded community radio content creation programme anywhere in the world. CEMCA has also facilitated course development for a certificate programme in community radio being offered by IGNOU and has instituted scholarships to enable uptake of the course. Taking it a step further, this year CEMCA has initiated an academic certificate programme for C R Technicians, but more importantly, the materials developed in multiple media for the course will be and available as Open Educational Resources (OERs), freely accessible to any interested learner.

Encouraging good practices and expanding the scale of operations underpin activities undertaken under Community Media initiative which looks developing a quality assurance framework for CR operations, promoting content exchange through web platforms and developing a model for a sustainable C R operation.

Context

Currently, one of the major challenges faced by C R operators is sustaining the operations. Most CRS manage to raise the initial funding for setting up the stations but thereafter find it difficult to run the CRS as thriving community institution. While those in the educational sector enjoy a basic financial security, they face a problem of insufficient community engagement. In case of NGOs, besides financial constraints, keeping the volunteers motivated is a challenge. In both cases attrition is high. Unless community participation is institutionalized, all possible financial resources mobilized and sound station and content management practices adopted, CRS fall into doldrums. Many CRS lack the wherewithal to understand and synergize these aspects of sustainability.

In the last TYP, with support from UNICEF, CEMCA undertook brief case studies of 10 stations looking at their sustainability plans captured in a publication *Abiding Voices*'. Using this as the base document and working closely with three C R stations in India and Bangladesh , a sustainable model for C R operations will be developed .

Objectives

- Create a model for a sustainable community radio operation
- A tool-kit on how to make a C R S sustainable

Implementation Strategy

Under this activity CEMCA is working with select partner CRS and mentoring them to improve their sustainability in all areas of operations. With the help of a mentor, the CRS undertakes to:

- Conduct a baseline study to understand and document current operations in all areas: technical, financial, social and programmatic
- Carry out a SWOT analysis to identify areas that need to be strengthened and retained
- Identify and train a team from the CRS staff and the community to address specific issues and develop an action plan
- Working with the mentor, optimize all local/ community resources that can lead to better management of C R operations

Launched on 23rd December 2009, Deccan Radio CR 107.8 MHz is licensed to Abid Ali Khan Educational Trust, Hyderabad. The station broadcasts for 8 hours daily- 4 hours in the morning (8.00am to 12 Noon) and for 4 hours in the evening (4.00pm to 8.00pm).

The channel has coverage of 8 kilometer radius, with shadow zones. There has been no formal survey on the reach and hence, composition of target population is unavailable.

The basic premise of launching the station was to inform and educate and hence they chose the tag line of “Zindagi Sanwaar De” (Enriches Lives).

The station broadcasts programmes on Education & Literacy, Public Health & Hygiene, Social & Environmental Issues, Financial Literacy, Sports etc.

The main source of funding for the station is from the parent organization.

The main challenges faced by the station is community engagement and participatory program line-up, listenership, long term vision of the station, financial sustainability etc, as evidenced from the documentation of Abiding Voices.

Pre-Assessment

The pre-assessment of the station was conducted to identify specific sustainability challenges, including aspects of governance, operations, community engagement, content production, human resources, marketing and general administration

Assessment Methodology

The study included a combination of structured interviews and focus group discussions. This allowed for flexibility in modifying the questions, depending on the responses.

The methodology followed

Step 1: Introduction and Experience Sharing

The first session helped set the tone for the study- discuss expectations, clarify understandings based on the literature review- Abiding Voices.

This session also served as an ice-breaker for the participants and the mentor



Step 2: One-on-one Interviews with station staff and community volunteers

This was designed to know the staff members and community volunteers' understanding of the station – their role and responsibility, their long term vision, why did they join the station and if their working hours were suitable?

Findings

Staff Members

- The staff members enjoyed their work at the station.
- All the station staff members were initially employed by the parent organization and continue to hold the same status.
- None of them have received an official letter from the station.
- All of them received a five day training before the launch of the station.
- All the RJs have limited exposure to the community
- Awareness on CR policy, different types of program formats etc are all very limited
- Most of them felt that a formal training program will be beneficial
- All the programs were produced based on internet or magazine research
- The staff members were happy with their salary

- Most staff members had limited idea of the station's expenditure.

Community Volunteers

- The community members were happy with the association with the station
- They felt the need to host their own show
- Awareness on CR policy, different types of program formats etc are all very limited
- The community volunteers had basic idea of the station's expenditure
- The community volunteers had no idea about the station's management and operations
- They will welcome the move to involve them in the post production processes.

Step 3: Meeting with management

This was undertaken to understand the parent organization's line of work, station set-up, organizational structure, monthly budget, operating policies, HR policy and code of conduct

Findings

- The parent organization has been involved in community services for many years, and felt that the community radio would assist them in reaching a larger community.
- However, as the station's reach was very poor, this de-motivated the management
- Some staff members working with the parent organization were deputed to the station and continue to work there as RJs and program producers
- None of them were provided with an official letter on the transfer. The station does not have well-defined job profiles and no HR policy exists. (As the parent organization, does not believe in firing, no exit interviews exist, they do not have a performance appraisal system in place and as such all members are given equal increment)
- The station does not really have a budget as the management is happy to support the operations costs for the station, and hence even petty cash expenses for the station are met by the accountant of the parent organization. The idea of the station achieving financial sustainability never occurred to them as the parent organization felt that they were duty bound to support the operations.
- The station did not have a Management Committee. The management was not aware of the need to have one.
- No feed forward study was ever conducted and the management too has only a vague idea of the listeners or potential community

- Staff meetings were held occasionally and no specific agenda is prepared before these meetings
- The management did not invest in publicity of the station as such, but is willing to release ads of the station's shows and activities
- The management is open to linking the parent organization's activities to the station
- There has been no formal engagement of the station with the community
- There has been no formal partnerships with other institutions, NGOs etc- but are willing to enter into one

Step 4: Field visit

The field visit was undertaken to speak with the community in the coverage area and to gauge their understanding and expectations of the Community Radio Station



Findings

- Most of the residents in the slum have heard of Deccan Radio
- Their perception of a CR station is to solve the problems. Most of them do not understand the concept of a CR station and are unaware on why they exist
- The main complaint was that of poor coverage
- The residents were happy that one of their own members is a part of the station.

Step 5: Listening to programmes

The team was asked to identify three best programmes and, one programme that they felt could be improved for discussion.

Findings

- All the programmes produced were based on articles available on the internet or magazine
- Community volunteers who record from the field gave the recordings to the station team and they add the same to the regular show
- The team had limited information on the variety of programme formats available and hence restricted the formats to interviews, or anchor announcements.
- No phone-in programs have been conducted

Step 6: Focus Group

The meeting was conducted to understand the way the programs are produced, and meet with the Program Advisory Committee.

Findings

- The station did not have a Program Advisory Committee and were unaware of the formation of the same
- The station has five RJs , one field worker and two community volunteers who produce programs
- Unaware of what a Fixed Point Chart is.
- Community volunteers did not contribute much to the program line-up or did not participate completely
- They felt the need for training in program formats and sourcing ideas for community engagement

Following the initial meeting, a focus group discussion was conducted with the management, staff members and community volunteers on building an inclusive policy to have diversity of voices, production of locally relevant programming, creating meaningful dialogues and long term partnerships; identifying training and capacity building needs, pursuing a long term vision.

The workshop was held from 10th December to 12th December 2012.

The participants included the station staff members and community volunteers.

The session one commenced with introductions and expression of challenges identified at the assessment.



The session also explored participants' understanding of the concept of developing a sustainable community radio station after a brief overview of the Community Radio Policy.

A formal inauguration of the workshop was conducted in Session Two. This was to engage with the management and to seek commitment from the parent organization.

In Session three, participants were briefed on the program formats, the principles of communication and their relation to programming. The participants were also asked to relate this understanding to daily programmes produced.

Day 2

The workshop began with exploring definitions of sustainability, followed by a detail on the components of sustainability. A broad framework was provided for each of the component to explore participants' thoughts.



<p>Social Sustainability</p> <ul style="list-style-type: none"> • Community needs, aspirations • Respecting local knowledge, beliefs, values • Preserving local culture, promoting local talent • Celebrating diversity • Providing relevant, useful and timely information • Role in decision making 	<p>Institutional Sustainability</p> <ul style="list-style-type: none"> • Training and Capacity building for community • Resource Pool • Content Sharing • Listening groups/Listener database • Outreach activities • Volunteer groups • Content-creation, archiving, retrieval • Scheduling-FPC, repeats. Live, interactive • Staff roster • Volunteers • Training/retraining • Finances • Responding to local issues
<p>Financial Sustainability</p> <ul style="list-style-type: none"> • Ads- government • Ads -private • Sponsorships • Local classifieds • Announcements, Greetings • Membership fee • Special days • Studio hire 	<p>Technological Sustainability</p> <ul style="list-style-type: none"> • Choosing right equipment -low cost/robust • Insurance • AMC • Training local persons • Building back-ups • Networking to share information

In the afternoon session, participants were asked to list out elements that went into each of the component. Examples were provided of other stations, to enable participants to relate to each element.

Accordingly, what was arrived at were the following:

Social Sustainability	Discussions	Issues Identified for Action
	<ul style="list-style-type: none"> • How can the station involve communities in decisions on programming? (Content, format, language and scheduling) • How can the station reach out to diverse groups? • How can the station engage in preserving local culture? • Can the community be involved in governance of the station 	<ul style="list-style-type: none"> • Formation of a management/programme committee • Increasing programme diversity- languages • Need for Community RJs • Ensuring that 50% of the existing programmes are produced by community • Exploring different formats in programming • Ghazal programmes by parent organization to be linked with station to explore cultural engagement • Increasing programming hours

Institutional Sustainability

Discussions	Issues Identified for Action
<p>What is the vision of the station?</p> <p>Does the station have a code of conduct and other internal policies?</p> <p>What is the Station's policy on partnerships & networks?</p> <p>Developing editorial guidelines</p> <p>Defining the role of the station manager and other staff members?</p> <p>How does the station identify training needs?</p> <p>Developing community RJs and volunteers skills in programming? And strategy for volunteer recruitment</p> <p>Developing a resource pool</p> <p>Creating a marketing plan</p> <p><i>Long term need- Listenership survey</i></p>	<ul style="list-style-type: none">• Need to create a vision• Frame code of conduct• Creation of a Resource Pool (Experts, partners, volunteers etc)• Research on various government schemes available (Create a info bank)• Creating job profile for station manager and other team members• Organizing outreach activities for community engagement (By the station and the other linking the parent organization's activities to the station)• Notice board – with license display, Code of conduct, vision of the statement, photographs of events, newspaper article etc)• Networking with other station

Financial Sustainability	Discussions	Issues Identified for Action
	<p>Exploring available funding options</p> <p>Advertisements – Developing advertising code , discussion on tariffs</p> <p>Exploring memberships</p>	<ul style="list-style-type: none"> • Development of an Ad Policy for the station • DAVP empanelment • Advertisement- Private • Sponsorships

Technological Sustainability	Discussions	Issues Identified for Action
	<ul style="list-style-type: none"> • Is the team equipped for minor repairs? • Does the station need to have insurance? • Is the team aware of the clause of storing programmes for three months? What back-up systems are in place? Who is responsible? 	<ul style="list-style-type: none"> • Need for Insurance • Staff training to technical maintenance or minor repairs • Re-look at archiving database

Final Action Plan

	Why do we want to do it? And what do we want to achieve?	How are we going to do it & People responsible	Time Deadline & Budget	Sustainability Matrix
Signal	Vague idea of the	Zahed to contact BECIL	By 24 th	Technology &

Strength Mapping	community reach - We would like to be clear on our reach		December 2012	Institutional
Identification of the community in the coverage area	Limited community engagement - To engage with the community	Ansari & Nazreen to do manual mapping of the community within the coverage area Tasks involved: - Re-orientation of the community members in Krishna nagar and New Bholakpur through workshop	By 24 th December 2012	Social
Forming the Management Committee	We don't have one - This also helps fulfill CR policy guideline and will help us identify stakeholders	The management to immediately initiate the process of forming a management committee Tasks involved: - Identify potential members from the community - Draw up frame of reference - Workshop on CR policy and on CR - Formal acceptance and working of the committee	By 1 st week of January 2013	Social/ Institutional
Developing a Vision Statement	We haven't worked on it - The visioning exercise will help us set a direction	Led by Ismail and Zahed, this exercise will be completed after identification of stakeholders and will be done in a consultative process	By end of January 2013	Institutional
Developing a Code of Conduct for the Station	We don't have one The Code of Conduct will act as a guide on the way we operate, the decisions we take, and will demonstrate our values and in the	Led by Zahed, this exercise will be completed in a consultative process As a tool of reference, we will also read up Code of the Conduct from the ___ book; CR Policy Guidelines and will read up on other CR Stations Guidelines	Research work to be completed by first week of January 2012 Consultation will be done after	Institutional

	long run govern us		visioning exercise - end of January 2012	
Developing job profile for Station Manager	<p>We don't have a fixed profile and the manager</p> <ul style="list-style-type: none"> - The job profile will not only act as a motivation for the manager to perform, but will also empower him in decision making process 	The Management to decide the job profile and present it to Zahed	By end of December 2012	Institutional
Developing job profile for staff members	<p>We don't have any idea of our role</p> <ul style="list-style-type: none"> - A written document will bring in some amount of seriousness in our approach 	The management along with Zahed to work on the profile	By end of December 2012	Institutional
Developing a Resource Pool	<p>We have no database and hence every time we work on any topic, we spend considerable time on researching – following the task completion, the work is discarded</p> <ul style="list-style-type: none"> - We hope to have database to enable us to work efficiently 	<p>The team led by Zahed will work on creating the database. This will include list of hospitals, schools, PHCs, colleges, Clubs, SHGs/NGOs, anganwadis etc in our coverage area. In addition, a compilation of all the government schemes, numbers of the relevant officials, government departments etc</p> <p><u>Tasks Involved:</u></p> <ul style="list-style-type: none"> - After compiling the list and introduction letter of the station 	By January 15 th 2013	Institutional

		<p>must be sent to all contacts</p> <ul style="list-style-type: none"> - This to be followed up by a phone call and possibly a visit to explain about the station(Rapport Building) - Invite them to visit the station - Arrange for an orientation on the CRS 		
<p>Capacity Building & Training for community Volunteers</p>	<p>Little or no attention was paid to training</p> <ul style="list-style-type: none"> - We have realized the importance of capacity building/training and re-training and feel it is important to accomplish a particular task 	<p><i>The management is open to sending team members for training outside</i></p> <p><i>The station manager's task will then to be schedule periodic training onsite and explore opportunities outside. Ina addition to also fix training programs for community members and volunteers</i></p> <p><u>Tasks involved</u></p> <ul style="list-style-type: none"> - Capacity Building Workshop on CR for community members identified from the two areas - Nazreen to be introduced to Studio Management /Post production Training - The entre team to be oriented on technical aspects- (fixing minor repairs) - Capacity of the team & Community volunteers on understanding government schemes (Zahed to invite experts for the training) - Visit to another CRS to learn & understand (Ismail & Zahed to 	<p>Ongoing</p> <p>By the end of December 31, 2012</p> <p>By the end of December 31, 2012</p> <p>By 15th January 2012</p> <p>Ongoing</p> <p>Between 10th January to 10th February 2013</p> <p>By 15th January 2013</p>	<p>Institutional</p>

		<p>organize)</p> <ul style="list-style-type: none"> - Develop a complete volunteer strategy that includes position descriptions, policies & procedures , volunteer orientation & training(Ismail, Zahed) 		
<p>Increasing program diversity</p>	<p>While we do have a range of programs, the programs are made by station staff</p> <ul style="list-style-type: none"> - We believe to achieve social sustainability it is crucial to include diversity of partners, resources etc 	<p>The team led by Zahed, Ansari & Nazreen</p> <p><u>Tasks involved</u></p> <ul style="list-style-type: none"> - Post identification of the two areas and the community workshop – Nazreen to host a daily show - Ansari to launch a special show for Telugu community (This will be done after inviting members for a focus group discussion to offer suggestions for the program) - Story Telling show to be modified by including active participants from the students (Following an outreach workshop, Safa to be able to bring in children’s participation in the show) - Based on the community engagement- the station will not stop transmission in the afternoon - Music sharing from other stations broadcasting in languages – Hindi, Urdu, Telugu, Marwari – Zahed to 	<p>Nazreen’s show- Launch 1st January 2013</p> <p>Ansari’s show by January 15th 2012</p> <p>15th January 2013, onwards</p> <p>By end of January 31, 2013</p> <p>By Feb 15th, 2013</p> <p>By 5th January 2013</p> <p>By end of</p>	<p>Social Sustainability</p>

		<p>network and source the same</p> <ul style="list-style-type: none"> - Reaching out to other diverse groups like people with disability , the Marwari community etc (Ansari & Zahed) - Ensuring 50% of the current programs have different formats (Zahed to monitor) 	January 31, 2013	
Organizing Outreach Activities	<p>At present the station does not host any outreach activity. All the outreach is done by the parent organization</p> <ul style="list-style-type: none"> - Outreach activities will help establish an identity of the station and increase visibility and enable participation in programming 	<p>Tasks Involved</p> <ul style="list-style-type: none"> - Competition & Awareness program in Dawn High School (Wajida) - Focus group discussion to build Telugu programming(Organized by Ansari to include community members in the coverage area, teachers from Telugu medium schools 	December 15 th , 2012	
Insuring the Station	<p>The station had never accorded importance to insurance</p> <ul style="list-style-type: none"> - The need for a coverage has been identified 	Zahed to follow-up with the management	By 15 th January 2013	Technological
DAVP Empanelment	The parent organization did not consider advertisements earlier due to lack of	Zahed to submit all documents to CCFC	By 31 st December 2012	Financial

	awareness			
Sourcing potential private advertisers and developing Advertising Code for the station		Ismail to source private advertisers The team to brainstorm on the Advertising Code based on AIR guidelines	Ongoing By 31 st December 2012	Financial

Action Plan - Report

Deccan Radio team members formulated the Action Plan of deliverables for the station. They also fixed tentative deadlines to achieve the same on the last day of the workshop, with the option of altering time lines based on convenience

Towards Sustainability: Deliverables and Outcomes

Signal Strength Mapping : Technological Sustainability	
Problem Identification	To ascertain whether the RF transmission setup of your CRS is optimally installed and operated
Test carried out	<ol style="list-style-type: none"> 1. Checking the audio chain alignment of the station for optimal deviation. 2. Checking the settings of the FM Exciter like mode (mono/stereo), pre-emphasis etc 3. Average RF power output of the transmitter on antenna and on dummy load. 4. Input impedance and return loss of the antenna, its radiation pattern etc. 5. Type of coaxial cable, coupling etc used in the CRS. 6. Visual observation of the CRS setup.
Test Results and Actions carried out	One of the reasons for poor coverage of the <i>Deccan Radio, Hyderabad 107.8MHz</i> was due to unreliable and defective RF transmission system consisting of unreliable Transmitter, RF cable, Antenna. RF part of the radio station is one of the most

	<p>important and critical for providing successful broadcasts and BECIL recommended installation new RF transmission system.</p> <p>Following the test result Deccan Radio placed an order with BECIL for the following:</p> <p>Co-axial cable, ½” diameter, foam Filled, 20M length with N connectors on both ends</p> <p>VHF, wide band, vertically polarized 2 bay, 3 dB gain, and pole Mount dipole antenna with N connector.</p> <p>Preventive maintenance like de rusting, greasing, painting etc for the mast, providing antenna mounting arrangement, hoisting of new antenna, providing cable tray etc</p>
Final Outcome	Deccan Radio noticed a considerable improvement in the reach of the station

Technical Training: Technological Sustainability

Based on the discussions during the workshop, one of the key issues identified was technical training.

The station conducted in-house training for the staff and volunteers to enable them fix minor repairs

DAVP Empanelment: Financial Sustainability

Deccan Radio approached the CCFC team for assistance in obtaining the DAVP Empanelment and has been successful in the empanelment. The next step for the station is to develop the advertising policy; conduct a listenership survey to profile listeners; source potential advertisers; increase phone-in programs and explore other livelihood programs

Outreach Activities: **Institutional Sustainability**

From January 2013 till March 2013, Deccan Radio conducted a series of outreach activities.

The main objectives for conducting these activities were to:

- a) Create awareness on the station
- b) Collaborate with partners – schools, NGOs
- c) Link the parent organizations network with the station
- d) Create a repository for music programs

Date	Name of the Activity	Brief	Outcome	Way forward
15th December 2012	Competition for Students from Dawn High School	a) Round 1: Essay competition on My mother. The winners from that round were then selected to Speak all you can in one minute on the given the topic. 15 students participated	<p>a) The station got over 1.5 hours of program and a regular partner for shows</p> <p>b) Dawn School produced two Radio Dramas as an ice breaker</p> <p>c) Dawn School student also did</p>	Deccan Radio plans to conduct an orientation program for the teachers and students on Radio Production, in addition to helping the school launch their own show in the month of June 2013

			<p>an exclusive show on Tabla</p> <p>d) Naat Recitation program from the school</p>	
<p>30th December 2013</p>	<p>Dholka ke Geet</p>	<p>Listeners as producers – The listeners Club at the Bholakpur area felt the need to contribute to station by producing a music based entertainment show titled Dholka Ke Geet (Saturday – 7.30 to 8.00 and repeat every Sunday)</p>	<p>The Station proposes to encourage these activities at the other Listening club to encourage listeners to participate in program production</p>	<p>Release a CD at a public function</p>
<p>9th March 2013</p>	<p>Meeting with NGOs: Ten different NGOs invited for a focus group – orientation on radio</p>	<p>(Women- Domestic Violence, COVA- DV/HIV, Health, Education, Sex Workers, Rights Welfare Society- DV, TB Alert, MDF-, Telagana Elders Forum, Awaaz – Youth, Mychoice –</p>	<p>The meeting helped establish a formal partnership of sorts with the NGOs</p> <p>Under the partnership, the first outreach</p>	<p>The station has resolved to conduct this exercise with different other NGOs, schools, Colleges etc... preferably once in two months.</p>

		Training Women empowerment, Mahila Sahyog – Women Empowerment, Sex Workers etc) General meeting- Women’s Day discussion, How can you be a part of the radio?	activity was launched in celebration of Women’s Day and the women members have also decided to be a part of the station’s production team	
12 th March 2013	Outreach at LV Prasad Eye Hospital	Dr. Murthy was introduced to the CR for airing eye related diseases		
17 th March 2013	Health Camp	A mega health camp conducted by Deccan Radio in Talabkatta area of Old City.		
	Career Guidance Lecture	A career guidance lecture organized by Deccan Radio at their premises.		
20 th January 2013	Spoken English Classes	A 5 day Spoken English programme organized by Deccan Radio in coordination with Mr. Syed who is an expert trainer.	68 students benefited with this programme. Certificates given to all the participants.	
25 th Feb	Cultural	Yaad-e-Talath	2 Days Tribute to	

2013	Programmes	Mahmood	Talath Mahmood	
		Kahkashan – Book Launch	Ghazal programme	
24th March	Celebration of Womanhood	<p>Organized training for women in establishing small-scale businesses. This project helps these women become self-reliant. They are able to use their business income and savings to meet their families' basic needs and improve their lives while remaining in their own homes and community.</p> <p>This 'Celebration Of Womanhood' was organized to recognize and redefine the efforts done by these women in becoming self-reliant.</p> <p>A function conducted on Sunday, 24th March 2013 at 11 AM at Deccan Radio</p>	A joint curriculum with SIDBI & FAPCII is designed to benefit these women entrepreneur to establish their businesses.	

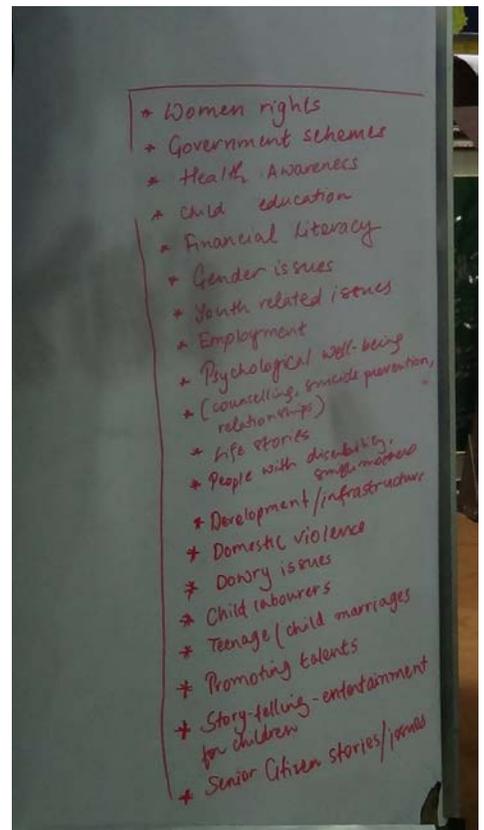
		Premises, inside The Siasat Urdu Daily, Opp. Ramakrishna Theatre, Abids, Hyderabad along with TWO DAYS exhibition where the arte-facts of these women artisans kept on display.		
31st March	Launch of Save Birds Campaign			

Capacity Building Workshop for Community Volunteers/Partners and Programme and Content: Institutional & Social Sustainability

Following the series of the community engagement process, Deccan Radio conducted a two day workshop for Community Volunteers/Partners and Staff Members on 28th & 29th March 2013

This was the first time that the station made an attempt to train community volunteers, partners and other stakeholders. Around 30 people participated in the workshop. The workshop oriented the participants on the concept of community radio, the history of radio and the need for CR, the difference between the various kinds of radio, the CR policy, the licensee organization and Deccan Radio. Several group activities were conducted to clarify understanding on the concept of CR.

The main aim of the workshop was to also get the stakeholders involved with the station and discuss many aspects including the formation of a management committee, role of CR for expression of local issues, need for community participation and connecting



with listeners. It was recommended that over a period of three months the station hold series of discussions and meetings to evolve a community based structure to steer the station

In addition, the workshop also facilitated a group exercises on production of programs and editing. The participants were divided into groups and asked to produce programs. Each group had a facilitator who assisted with recording and editing.

This was followed by a listening session where all the recorded programs were played for participants' feedback.

After these sessions, Radio Deccan discussed their current fixed Point Chart and



explained the need for improvement and community involvement in production of programs.

A 15 member team was formed – who would act as Program Committee as the first step. The Programme Committee immediately took charge and reworked on the timings of the programs, suggested names, discussed topics and debated on formats to be used. (Refer: Annexure for Revised Fixed Point Chart) They also proposed the need for monthly trainings and the formation of more Listening Clubs in their respective areas/NGOs. The group agreed to meet every 3rd Saturday of the month.

Other Activities – Institutional & Social Sustainability

Launch of Listeners Club

Eight community members got together to launch the listeners club in Bolakpur, Secundrabad, under the leadership of RJ Nazreen, a resident and an active member of the station

The members meet fortnightly to give feedback on the programs aired

During the meeting, inputs were received that the listeners could also act as producers and that gave them impetus to start the Dholak he Geet program, a music based show.

Listeners Club at Mahila Sahyog Society

Encouraged by the formation of the listening group at the Bolakpur area, the station assisted the members of Mahila Sahog Society to start a listeners group, in Noorkhan Bazaar area

Developing Code of Conduct, Team Profiles

The station has worked on defining roles and responsibilities of each team member, which has helped set clear expectations, and open up communication channels

In addition the written code of conduct for the station has been designed to help as a reference for day-to-day decision making and clarify the station's mission .

Developing a Resource Pool

The station has been working on collating a database of anganwadis, hospitals, schools, colleges, NGOs, youth groups, SHG groups etc

The resource pool will not only help in programs but also help in identifying new partners and communities

Long Term Plans for the Station	
	<ul style="list-style-type: none">• Continue to promote local culture and talent• Review the current Code of Conduct and plan policies for the station with the different community groups.• Develop an orientation manual for volunteers and other community RJs• Plan regular Capacity Building Workshops in

	<p>different areas; institutions and other groups</p> <ul style="list-style-type: none"> • Conduct one outreach activity a month to engage with communities • Hold Programme Committee meetings once a month • Develop an internal advertising policy; rate card etc • Increase listener clubs and schedule a listenership survey after one year • Create a website and use social media to promote activities of the station • The committee formed to be developed into a management committee • Conduct regular trainings program on programming; technical and general skill development • Explore content sharing possibilities • Collaborate with different organizations • Explore other livelihood projects • Undertake a Self Assessment for the station after one year
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Final Observations

Deccan Radio has been very positive throughout the project. The willingness to explore strategies to create an enabling environment and experiment with different techniques is laudable.

It is assumed that while three months is too short a notice to state that the station is sustainable; the project has definitely helped create frame work or direction for long term sustainability.

At the Pre-Intervention stage the station did set ambitious targets however has realized a way to work on prioritizing needs and hence as a first step decided to start with the signal strength mapping and applying for DAVP empanelment. Following which the station worked on building community engagement through series of outreach programs and creating listening clubs in addition to formation of the program committee

It is recommended that the station continue to build on the following:

1. Engage with different and diverse communities within the coverage area for programme planning; production; post-production.
2. Increase community participation through various means like programme committee and listener group formation and recruitment of community RJs
3. Experiment with different programme formats
4. Plan a calendar of events of capacity building in program production and post production
5. Conduct regular training programmes for the community members on all aspects of station management; programmes; technology; and general skill development
6. Conduct a listenership survey – to profile listeners & gauge listener satisfaction ; comments etc
7. Develop a grievance mechanism
8. Maintain networks & collaborations locally and with other CR stations

Annexure I : Methodology & Agenda of Phase 1

Step 1: Introduction & Experience Sharing

The main aim of this exercise is to set the tone for the study- discuss expectations of the staff and volunteers of the community radio station and clarify understandings

There is no fixed structure for this session and the mentor can determine the session based on his/her comfort levels.

Questions

- Mentor Introduction
- Each member encouraged to introduce themselves
- Ask each member of the team to list out expectations from the exercise
- Outline the Agenda
- Important to build in adequate break time.

Notes to Mentors:

- Important to encourage everyone in the team to speak up
- Do not assume the- know- it- all attitude.
- Do not criticize the participants or the station
- Do not find faults
- It is important for the mentor to ensure that the station is accountable for their own learning
- Build in time for reflection

Requirements:

White Board with marker

Seating: Fish Bowl

Step 2: One-on-one Interviews with station staff and community volunteers

It is important to know the team, before you start any activity. Schedule the one-on-one interviews to learn about each member

Part 1: Personal Information

1	Name
2	Designation

3	Age
4	Contact number
5	Educational Background
6	Work Experience

Part 2:

1	How long have you been working with the station?
2	Is your work part-time or full time?
3	Do you have an appointment letter? Do you think appointment letter makes a difference?
4	Are you aware of the CR policy? Can you elaborate a little on the same?
5	What training did you receive when you joined the station?
6	Do you think training programs are essential for a CR staff or volunteer, to do his/her job better?
7	Define your job responsibilities? Are you satisfied with your work? Is there anything that you think is lacking?
8	What is your approach to programme production? Research/formats /community involvement etc
9	Are you involved in any other activities of the station apart from production?
10	Have you done anything differently to increase the popularity of the station? Do you have any anecdotes to share on your listeners' feedback to your programs?
11	Where do you live? What is the mode of transportation you use to reach the station? Is your working hours suitable?
12	What is your current remuneration? Is it your main source of income? What are the other sources of income?
13	Are you aware of the stations' monthly expenditure

It is recommended to use Annexure IV from Abiding Voices to frame this questionnaire

Notes to Mentor

- Pace out the interviews, so that there is no interview fatigue.
- Be receptive and attentive to all the interviewees

Step 3: Meeting with management

The meeting with the management is a very important exercise to understand the rationale for setting up the station, their understanding on CR policy, the station set-up, the organizational structure, monthly budget, operating policies, HR policies etc

1	About the parent organization
2	Why did you launch the community radio station?
3	How did you go about selecting staff members for the station?
4	Does the team have appointment letter? Do you have a HR policy? Do you have a performance appraisal system? Do you conduct exit interviews? Check if they have

	had attrition issues?
5	Does the station have a operational budget? Does the station manager have a petty cash budget? What plans do you to make the station sustainable (financial)? Awareness on DAVP empanelment
6	Does the station have a management committee? Are they aware of the need to have one? Who constitutes the management committee?
7	Did the management conduct any prior survey before the launch of the station? Any idea of potential listeners or community?
8	How often are meetings conducted? Is there an agenda prepared?
9	Have you invested in any marketing activities for the station, to increase the publicity?
10	Are you open to linking the parent organizations activities to the station?
11	What is the current community engagement of the station?
12	Do you have any formal partnerships with other organization like NGOs, schools/colleges etc?

It is recommended to use Annexure III from Abiding Voices to frame this questionnaire.

Notes to Mentor

- The questionnaire above is used as a frame of reference, ensure that questions are elaborated upon based on responses

Step 4: Field Visit

It is important to plan a field visit to speak with the community and gauge their understanding and expectations of the station

Notes to Mentor

- There is no fixed questionnaire.
- Questions to be framed depending on the host station's introduction and community members response.

Step 5: Listening to programmes

Organize a group listening of programmes. Get the team to identify three best programmes and one programme that the team felt needs improvement

Host a discussion around the programs. Ask each team member and volunteer for their opinion on the program.

Step 6: Focus Group

The focus group discussion must be held with the management, staff members and community volunteers together.

The discussion should focus around the challenges identified, visions for the station, identifying training and capacity building needs, program production- different program formats, phone –in, community involvement in programs etc

Agenda Draft

Pre-Intervention Rapid Baseline Assessment- Deccan Radio 107.8 MHz

Day 1: Agenda

Time	Agenda	Comments
10.30 am to 11am	Meeting with Team	Introductions, Overview of the day to day operations with the team
11am to 1.00pm	Meeting with Station Manager	Interview
1.00pm to 1.30pm	Lunch	
1.30pm to 2.30pm	Meeting with CR Reporters/RJs	One on One Interviews
2.45 pm to 5.00 pm	Field visit to understand the audience profile	Meeting with select community members

Day 2 : Agenda

Time	Agenda	Comments
10.30am	Summary of the Day 1	
11.00am to 12.30	Program Listening & Meeting with Program Advisory Council	Program Line up Creative Programs Content generation Community involvement (Focus Group)
12.30 to 1.00pm	Meeting with the researcher who will work on the project	
1.00 to 2.00pm	Lunch	
2.00 to 4.00pm	Focus Group	

Workshop Agenda

Day 1

Date	Agenda
11.00am	Introductions
11.15am	Expression of Challenges identified at the assessment
11.45am	Activity: Exploring participants understanding on the concept of developing a sustainable CR station
12.30	Brief of the CR policy
1.00pm	Lunch
2.00pm	Formal Inauguration by Ms. Rukmini Vemraju, CEMCA
3.00pm	Different kinds of Program Formats

Day 2:

11.00am	Summary of discussion
11.30am to 1.00	On Sustainability - Components Examples of other stations
2.00pm to 4.00pm	Group Activity: List our elements that went into each component

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