



Sustainable Radio

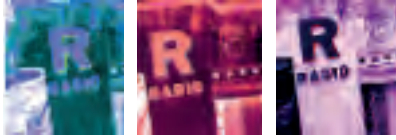
Summary of the online debate



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ONDERSTEUNING VAN COMMUNITY BASED MEDIA IN AFRIKA.



Sustainable Radio

A part of Participatory Radio Project

A lively debate on (community) radio sustainability took place on LinkedIn, sharing and discussing simultaneously in English, French and Spanish, during a period of ten days. We chose to have one main group, Radio and Participation, and to submit three language streams therein: Sustainable Radio (English), Radio Sostenible (Spanish) and Radio Viale (French). The debate was initiated by the communication consultancy CAMECO, run by its team of professionals with supporting translators, and coordinated by Birgitte Jallof (empowerhouse.dk) and Sofie Jannusch (cameco.org).

Over two hundred participants from thirty-five countries on all continents joined the debate. In addition, two Indian community media organisations – Ideosync Media Combine and Community Media MANCH – translated the summaries of the debate into Bengali, Hindi and Tamil, making them accessible to stations “across the lengths and breadths of India”, and retranslated results of their discussions into English for the international audience. The Bangladesh Network for Radio and Communication informed us that they

provided access to the summaries through their website.

This handout represents a brief summary of discussions and contains some of the materials produced as inputs to the debate. More extensive daily summaries and additional materials provided by participants are available on the CAMECO website (<http://www.cameco.org/english/resources/radio-and-participation/>).

With the aim to support the development of strong community communication, this online debate was a first pilot to bring together experiences from all corners of the world. Over the past years, CAMECO worked with radio associations and single stations in Latin America, Africa and Asia, in order to collect data about community participation in local and community radio stations. In the CAMECO surveys, financial sustainability stood out as the most common challenge to the stations. CAMECO therefore decided to make this the focus of the first online debate, hoping and trusting to generate concrete and practical examples from stations and their partners, to inspire and strengthen participants in the debate – and beyond.

CAMECO would consider continuing the online exchange with other issues of importance in their project Participatory Radio.

If you are interested in following previous and future discussions, join the Participatory Radio project on LinkedIn under <https://www.linkedin.com/grp/home?gid=7484798>.

Birgitte Jallof (empowerhouse.dk)

Sofie Jannusch (cameco.org)

Sustainable Radio — Radio Viable — Radio Sostenible

Summary of the online debate

Defining sustainability

It is generally acknowledged that sustainability is affected by external factors, such as an enabling environment (i.e. legislation), and internal factors within the station itself, including social, organisational, and financial sustainability. These three internal factors are mutually dependent and reinforcing – and community ownership and participation have been proven to be the most important aspects of sustainability.

Participants of the online debate recognised these interdependent factors while zooming in on financial sustainability, the burning issue mentioned by all radios: how to get the financing mix right, and how to match the financial needs with appropriate and effective income generating activities.

The themes:

In the debate, daily themes were set, all representing aspects of what it takes to secure financial sustainability. The themes and main issues extracted are presented below:

- Participation in income generation
- Prerequisites for effective income generation
- Acceptable sources of income
- Different ways of raising income
- The role of networks and strategic partnerships

Participation in income generation

Knowing that community radios that remain on air and become sustainable are driven by a strong community “ownership”, participation in securing financial sustainability was the core strain of thought through all separate debates under specific headings. The debate highlighted different community participation strategies. In Asia, a favourite model is the formal inclusion of community through participatory governance structures, creating “ownership” not only in a figurative sense. SAMAD FM in Nepal (profile see p. 17), for example, accepts individuals and organisational members, organised at village and district levels. These members contribute to the income of “their” station with regular membership fees, but also with collection and sale of in-kind contributions.

Listener Clubs – often called “Fan Club”, “Friends” or “Family” of the station, are favoured in francophone Africa and some countries in Latin America. At Radio Salaki (see p. 25) in Burkina Faso, listeners in each village are represented by a board. One person is in charge of marketing in each village, and club members sell listeners’ cards and music dedications, in such a way that the income generated is shared between the village radio club and the radio station.

The regular participatory process at Radio Oriente in the Peruvian Amazonas is less formal. The radio calls meetings to share important proposals and needs for the radio, to ensure dialogue with authorities, but also with trade unions, associations and civil movements. This approach is considered by Radio Oriente management as the “basis for an environment of open dialogue and participation. We go to them, and they come to us.”

Prerequisites for effective income generation

The prevailing consensus was that, to become sustainable, a community radio needs strong community ownership that grows out of community participation and engagement in the radio; and content that is relevant, addressing issues of importance to the lives of people. All these factors are interdependent.



Many debaters stressed that the success of a radio depends not on issues related to financing, but on good management, adequate staffing and numbers of community (volunteer) broadcasters (both in terms of quantity and quality), knowledge of the target/audiences (research) and the programmes a community wants. A member of Ghana Community Radio Network reminded us that governance and community ownership are challenged if transparency is questioned.

Although the legal framework is outside the reach of the individual community radio, it is an area where many (national and international) community radio associations are active with their advocacy work. Most concerns had to do with unfair restrictive legislation, which excludes community radios from possibilities offered by commercial advertising, as in Chile and Kenya. Announcements are only allowed for supporting enterprises from within the community the radio

serves. Several examples were provided from Latin American radios that decided to operate on a commercial license to overcome unfair legislation, and participants discussed whether this affects the community identity. In some legal environments, such as Chile and DR Congo, not-for-profit radios can hardly fulfil the technical and tax requirements of a commercial licence.

The Coordinator at Kenya Community Media Network (KCOMNET) argued that a strategic plan is key to any community radio, and shared the strategic planning document of Radio Mang'elele. Among the lessons learned is the importance of not only appropriate and competent leadership at management levels, but also of the boards, which should represent as many different interests within the community as possible – with experts for financial management, a person with good coordination skills, knowledge about effective programme production, good community contacts (maybe a traditional leader) and technical skills, in order to unburden the station manager from being the “sole champion”.

Acceptable sources of income

As a prelude to the discussion about different ways of raising income, a forum was opened to debate which kinds of income are acceptable. It was generally agreed that a healthy mix of different forms of income should be strived for. With the exception of community contributions, over-reliance on any one source should be avoided. The suggestion to “just live within your own means” came from Nepal, but this “survival mode” was especially challenged by colleagues from different parts of Africa, who referred to the extreme poverty of some of the communities. An overview of the vast variety of different examples discussed is provided below.

Different ways of raising income

On-air income generation

Community sponsorship: In those countries where the acquisition of commercial advertising is not allowed, community radios reported how they

raised income through community sponsorship, advertising social or business events, or airing information about deaths or lost animals, etc.

Selling greeting cards/SMS greetings: The sale of greeting cards is a popular method to raise income at many radio stations, carried out by members of listeners or friends' clubs. A lovely example from Colombia was provided: a station sells "radio serenades," broadcasting with a mobile unit from the house of the person receiving the dedicated song. Some stations started to use SMS messages with charges slightly higher than the standard rates for these greetings as an income source, in agreement with the mobile providers. A radio in Uganda reports that sending SMS messages was not popular among the listenership until it was combined with a raffle. But other African debaters made a strong point against the use of SMS: "Don't even think of it amongst very poor populations." In Kenya, however, Ghetto FM in the capital city experienced that attractiveness was higher when SMS messages were also linked to additional Facebook and Twitter accounts. This was the only example provided of harnessing the power of **social media** and mobile phones to increase revenue of the station. Although this approach had been discontinued, it still raised much interest amongst debate participants.

Programme partnerships: A couple of stations partner with groups interested in producing their own programmes, on the understanding that they fit into the overall programme concept, and a percentage of any revenue raised through advertising is submitted to the station.

Alternatively, as was the case with a couple of African stations, the groups contribute a few litres of fuel for the generators. In addition, some stations also produce targeted programmes for NGOs and are paid for doing so.

Off-air income generation

Listeners' clubs and membership fees: The stations with a membership structure or listeners' clubs regularly charge small membership fees. In addition, many communities are asked to provide support through in-kind contributions like rice, vegetables or other products that the station can then sell. Many station

directors consider it a key to success to work closely with the communities, and staff is responsible for member liaisons. Radio Salaki from Burkina Faso stresses the effectiveness of the “regular motivational monitoring visits”, when staff members visit villages to collect their donations. Key to the success are also symbolic gestures, like the issuing of membership cards, which also allow members to attend meetings, where they can suggest debates in which they may also take part.

Raffles and festivals: The most entertaining ways of raising income are raffles and social events. Radio Pa’l Puku in Paraguay (see p. 29), raises one third of its income through a raffle and two farmer festivals, constituting the most popular attractions of the Paraguayan Chaco. In 2013, five hundred volunteers sold 38,000 raffle tickets. Among the attractions is a bullfight with a borrowed animal that is returned to the farmer unharmed. Radio Veritas, in South Africa, raises funds with a lottery for winning a pilgrimage to Rome and Assisi. Reference was also made to the organisation of social events to collect money for addressing critical issues in the region, like the “let’s run for water” initiative in Vietnam, where listeners paid a registration fee to take part. The money raised should go to a good cause, with a percentage left to aid the radio’s operation. This can help the radios to win respect from the community they serve, ensuring that people will remain loyal and keep supporting such events.

Sales of branded promotional items: T-shirts, caps, diaries with radio logo, are also a common means of income generation among many radios.

Selling office services: Multimedia centres in Mozambique, with combined radio and internet cafés, told of selling computer-based courses, typing letters for community members and providing photocopying services. These are the main sources of income for many such radios/Community Multimedia Centres. However, whether these services corrupt the identity of the radios was also considered, and it was argued that, in poor communities, such services hardly have any economic potential. At the same time, however, there are examples from various countries providing evidence that such services are in high demand, particularly in poor communities, as the radio might be the only place to send an

email to the central government, to have a formal letter written or an application or CV typed up, and the much needed photocopies taken.

Recordings: Several proposals were made for earning money with studio facilities. Radios in Niger, Mozambique, Zimbabwe, Zambia, South Africa and Colombia offer to record local bands. The music groups can sell the CDs produced or use them for promotional purposes. In Lao PDR, pilot stations record the music of ethnic groups that are popular among young and old alike. In Mozambique, community radio stations exchange locally recorded music and traditional stories for the technical support services from of engineers of Radio Mozambique's provincial and national stations, as it is not possible for provincial and national radios to move around communities and record.



Generating business units: An impressive list of examples of radios that opened up parallel enterprises was contributed: running a farm and selling agricultural products, production of yoghurt, traditional medicine, running a company for house construction, event management, and one radio even bought a cable TV system. Some ideas were closer to the media system, like book shops, publishing houses specialised in tourist guides for their region, or collecting and printing local fairy tales. Other proposals included reading aloud short books on air, and selling the recordings as audio books afterwards. Radio Magnificat in Brazzaville, Congo, has established an audio-visual unit and offers CD duplication of choral works of religious groups. Some radios rent out sound systems and a hall for private events, or even stacks of plastic chairs for local parties.

To reduce energy costs, a radio decided to install a solar system for their transmitters, and another one can even sell residual energy from a solar system to the local community. This implied high investment for the installation, but plenty of savings later on (for additional examples, see the CAMECO Publication *Energy for Radio - A Guide for Practitioners*). Demonstrations of abundant entrepreneurial spirit were accompanied by warnings that parallel enterprises also require professional management, a capacity that is often missing in an ordinary community radio station.

Barter and in-kind contributions: Bartering in exchange for advertising is done for lots of services and commodities that a radio needs, like the printing of stickers, administering the website, or staff meals in a restaurant. It might also be the first step towards convincing possible clients about the effectiveness of advertising on the radio.

In regions where cash is scarce, radios invite listeners to contribute with in-kind goods. Radio Bangu, in DRC, visits villages, accompanied by famous facilitators, to collect maize, cassava, pineapple, and vegetables. At Samad FM in Nepal, the collection and sale of fruit and vegetables is organised by the membership boards. In Brazzaville, Radio Magnificat asks for reams of paper, a few litres of diesel, music CDs, and blank DVDs. In Lao PDR, rice farmers donate some of their crop.

State funding: Information about available state funding was collected in the debates. The new media legislation in Argentina includes a community radio fund, available only to stations with a licence – and only a few stations have one, since the state does not currently launch tenders for licences. In Senegal, Burkina Faso, Benin and other West African countries, the state provides an annual “structural grant”, of which a part is dedicated to radios – the amount in Senegal is about USD 1,000 per year/per radio. The Media Development and Diversity Agency in South Africa, a public-private partnership, offers support for not-for-profit and small commercial media for plurality in the media environment, and the Culture Ministry in Colombia provided funds for specific projects over a limited period.

The role of networks and strategic partnerships

Debaters highlighted several examples of networks of community/not-for-profit radios that joined forces to organise common services, such as training or maintenance, but also to use the accumulated power for fundraising, lobbying and the establishment of partnerships. Most examples came from Latin America.

The Latin American Radio Education Association, ALER, is engaged in content production, educational campaigns, civil society mobilisation, experience-sharing, and fundraising. With a common advertising salesperson for all network stations, it runs an advertising agency of national networks (also producing spots and PR material) and negotiates contracts with public or private entities and NGOs for the design, implementation and monitoring of educational campaigns, participation in national or regional development programmes on issues like human rights, environmental protection, citizen participation, etc., and offers paid training of journalists on specific issues.

The Forum of Community Media in Mozambique, FORCOM, channels partnerships on the priority development themes to its almost fifty member stations, and many radios state this as their main source of income. Furthermore, FORCOM assists with legal advice, capacity building, technical advice, support to a gender network and national advocacy around the enabling framework – all of which also has an important impact on the financial sustainability of the member stations.



The establishment of joint advertising agencies was not successful in Australia and Uganda, while the model of the Coordinadora Nacional de Radio, CNR, in Peru, was proposed as a best practice example. CNR created a market for rural areas through audience research, and the development of a lifestyle concept, and strategic partnerships with radios even outside their network. Potential clients were convinced by comparative advantages such as close audience relations, transparent practices, and billing in national currency.

In countries where the concept of community radio is still relatively new, as in Bangladesh, it is assumed that networks not only play a role in financial support, but also in the establishment of an identity of their own as mainstream broadcast media and in achieving global recognition.

The joint strengths of networks also play an important role in collaboration with local and national governments. In Peru, a roundtable was established with state educational departments to plan common activities in order to promote participative budgeting, public investment projects and local development plans to be agreed among local governments and communities.

In the Dominican Republic, the national planning office of the central government supports radios with a monthly subsidy for their educational services. In 2013, the radio network UDECA and the Education Ministry signed a contract for a national alphabetisation campaign. The government pays for these services with reasonable sums. In a similar way, the Ministry of Women and UDECA collaborate in the development of a campaign for the prevention of gender violence.

The national meeting of thirty communication cooperatives in Argentina, in March 2014, invited a representative from the Federal Authority for Audiovisual Communication Services. He explained the different government support lines for community media (Fomeca), offered help when the radios presented their projects, and manifested his interest to hear proposals from the communication cooperatives, and to establish common action.

Birgitte Jallof and A. Sofie Jannusch

SAMAD FM, NEPAL



Situated in	Laha, Siraha District, South-Eastern Nepal
Transmitter power	100 W
Range	40 km
Potential listeners	200,000
Audience	data not available
Transmission hours	from 5 am to 10 pm, with a break between 10 am and 1:30 pm
Staff:	8 producers/journalists / 2 technicians; 1 administrator; 1 marketing officer / 1 accountant / 1 receptionist / 1 security / 1 cleaner / 1 Station Manager
No. of volunteers	7 - programme hosts, presenters and local reporters
Licence holder	Friends of Nature (http://www.fonnepal.org), NGO

Mission / Vision / Objectives

Samad FM will work for the establishment of a progressive and inclusive society. It supports the economic, cultural, religious, linguistic, educational, and health development and the public awareness of social development providing accurate information within its transmission area. Samad FM stands up for the establishment of a creative society and the co-operation of the local population.

It is oriented towards the following principles:

- (I) Preservation of nature and ecological resource management (i.e. use of smokeless ovens, accessible toilets, and arsenic free clean drinking water).
- (II) End up social discrimination and set up human rights.
- (III) Cultural Appreciation; (IV) Establishment of social equality;
- (V) Adoption of republican norms and values;
- (VI) Shareholder of peace and development;
- (VII) Samad FM will share and co-operate with social actors on all levels of society.

Community Specification

The community of Samad FM consists of the people living in the coverage area. The population of Siraha and the neighbouring Saptari district is a mix of ethnic groups - predominantly Tharu, Madhesi and Dalit communities. The major challenges faced in the region are poverty-related: Limited access to education, high unemployment, no access to proper medical resources; and a high crime rate.

Governance / Management Structure

A mix of individual and organizational membership: All interested listeners can apply for membership; organizational membership is only permitted to local NGOs with an agenda similar to the radio station's mission, vision and objectives; businessmen and politicians are not accepted, on the assumption that they would place their own interests above the welfare of the community. Likewise, the radio board and council are formed by democratically elected, individual members, as well as representatives of local NGOs, the local forestry group, and "Friends of Nature", the licence-holder NGO based in Kathmandu (and hardly involved in the radio station's work). In the 2011 assessment of Community Radio performance in Nepal, Samad FM achieved the highest score in participation and ownership.*

* Community Radio Support Center (CRSC)/ Nepal Forum of Environmental Journalists (NEFEJ): Community MHz: Assessing Community Radio Performance in Nepal.

Programming

The radio station broadcasts most of its programmes in the local language mix, but there are also daily news programmes in Nepali (twice), Tharu (once) and Maithili (once). The majority of programmes are produced locally: local/national news, music shows for song requests, magazines, programmes on agriculture, social development, human rights and conflicts, as well as health and women rights, and radio dramas. Important and popular are the market-based programmes about vegetable rates.

Media Environment

There are no local newspapers, and Samad FM was the first (community) radio station in the Siraha district. In the last couple of years, three more community radio stations have been set up.

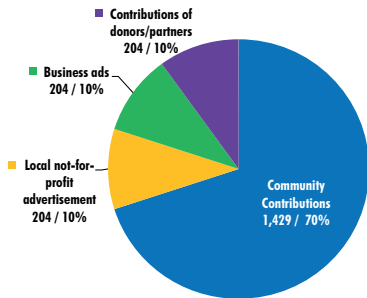
Income Generation

Although Samad FM is located in one of the country's less-developed areas, the station manages to cover 70% of its expenses (per month NPR 115,000 / US-\$ 1,150) by community contributions, another 10% by local NGO advertisements, 10% from business ads, and 10% from donors/partners.

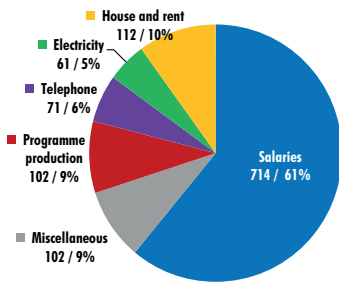
Bartering crops for membership fees and charitable donations

Samad FM receives a number of community contributions. Most important are monthly and annual membership fees. So far, 2,000 community members have applied for personal/general radio membership, which amounts to NPR 30,000 per months (approx. 303 US-\$). Apart from these monthly fees, there is also a registration fee of NPR 15 for individual members, and NPR 500 for organizational members. Most of the radio station's members are farmers, and many are not able to pay membership fees in cash. So the radio team's elected village

MONTHLY INCOME (US-\$)



MONTHLY EXPENDITURES (US-\$)



Social, business and public advertisement

Selling song and "welcome cards"

level executive members (usually 9 form one group) collect farmers’ produce, mainly paddy, rice, dal, potatoes, onions, for sale at the market. They receive a 40 percent commission from the selling price. Usually, the responsible persons cycle around, following a self-made list of farmers in their own district, and carry/store the vegetables and rice in large jute bags. Therefore, necessary resources are: A means of transportation, in this case a bike; large jute bags, and a plan of the radio members. These “payments in kind” are additionally collected during harvest time (which falls together with some major festivals).

Additional monthly income is generated by broadcasting farmers’ advertisements – in Nepal regarded as “social business”. The marketing officer targets farmers with bigger fields and higher income. During our visit, there were no fixed-price charts or forms available. The prices are bargained on a monthly rate (broadcast four times daily), and amounted to NPR 3,000-5,000 (\$ 23-37), depending on the time of the year and other factors like duration of the spot, broadcasting time, etc. Currently, ten farmers advertise their products in this manner, each paying NPR 3,000 (per month/farm).

The 10% income from business ads come from local shops. Even more important is the charge for the notice announcements of the Village Development Committees (V.D.C.). Currently, 25 V.D.C.s broadcast their messages via Samad FM, each paying an annual fee of NPR 15,000.

Additionally, Samad FM raises some money from the sale of song cards for Rs. 5 each, distributed via village level executive members and several shops all over the region. These cards are used to submit song requests, greetings, etc. About 25-30 song cards reach the radio station every day. Furthermore, song cards are sold by „Samad Sathi“, a youth group consisting of nine members. Of the profit, 40% may be kept by the students for their own purposes – buying books – and 60% goes to the radio station. Besides, the radio station sells “welcome cards” during festival times, for listeners to submit greetings, good wishes for the New Year, etc. These welcome cards cost NPR 100/500/1,000 depending on the length of the message.

Report:
 Julia Fröhlich
 A. Sofie Jannusch

Radio Wa, Uganda



A raffle was organised to raise money for the new building

Situated in	Lira, Uganda
Transmitter power	4 KW (but currently only 3.5 used)
Range	Radius 200 km
Potential listeners	2,000,000
Audience	data not available
Transmission hours	Daily 24 hours
Staff:	24 Producers/journalists; 1 Technical operations; 12 Administration (reception, boda drivers, security and finance); 3 Marketing officers (one in Lira and two in Kampala); Management: Director, Department Heads (Marketing, Finance and Administration, News, Programmes and Technical) Board of Directors: Bishop and two other members.
No. of volunteers	3 (programmes and news)
Licence holder	Catholic Diocese of Lira (Lira Diocese Media Ltd.)

Mission / Vision / Objectives

Radio Wa exists to promote harmony, peace, justice and development, primarily in rural communities of Lango sub-region.

Values:

- Radio Wa cherishes integrity, social justice, fairness and equity as it strives to be the voice of the voiceless
- Radio Wa embraces love and respect for the people it serves
- Radio Wa fosters tolerance, consistency & perseverance in promoting a culture of dialogue

Vision:

A peaceful, responsible, healthy, informed (educated) and productive Northern Uganda.

Guiding Principles

- Promotion of reconciliation and forgiveness as the foundations of a renewed and fairer society
- Focus on a constructive approach to programmes, news analysis and peaceful conflict resolution, seeking harmony rather than dissension and hatred
- To be mindful of the most vulnerable segments/members of the society
- Keeping high professional work standards, ethical behaviour and accountability
- Foster and fulfil peoples' right to impartial, objective and informed contents
- Quality and excellence in the way work is executed

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Community Specification

Radio Wa 89.8 is located in Lira, in the heart of Lango sub-region. Most of the inhabitants of this sub-region belong to the Lango ethnic group. The Lango population is about 1.5 million, according to the 2002 population census.

The 19-year rebellion against the government of Uganda by the Lord's Resistance Army (LRA) is behind a massive population displacement in the region. Rebels continue to attack camps for displaced people, burn homes, loot, abduct children, rape and kill, in a brutal campaign of violence.

Programming

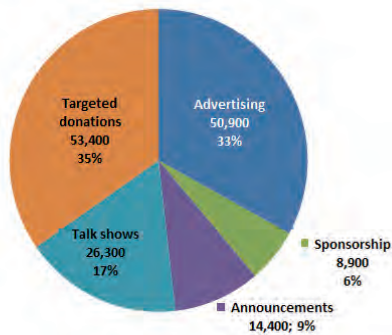
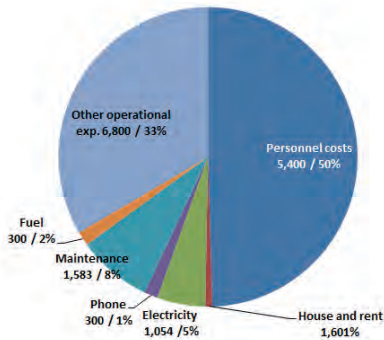
Radio Wa programmes are broadcast in Lango-Luo (75%) and English (25%). The programme schedule includes entertainment/music, religious programmes, news/announcements, social/development and cultural programmes. The formats used include debates/talk shows, etc. Production is 75% local, and 25% foreign (Deutsche Welle "Afrika Link", Evening News from Vatican Radio, "Pray as you go", "National Perspective" from Uganda Radio Network).

Raffle for the construction of a new radio building

Media Environment

The last fifteen years have witnessed huge growth in Uganda's radio industry. The number of licensed radio stations is now over 260, from 14 in 1996. The following radio stations exist in Lira: Radio Wa, Voice of Lango, Unity FM, Radio North, Q FM, Rupiny and Rhino FM. Apart from Radio Wa, the other stations are run under private ownership and mainly serve commercial business interests.

ANNUAL INCOME (US-\$)


 MONTHLY EXPENDITURES
(US-\$)


Income Generation

In the process of building the new premises (2011-2013) Radio Wa undertook two raffles for the construction of their new building. The first one had 10,000 tickets. The second one had 20,000 tickets distributed and more than 12,000 sold. Prizes were two cows, two bicycles and six radio sets. The drawing of prizes took place in front of the Radio Wa construction site in the presence of some hundred listeners and onlookers. Income generated through this measure amounted to about 10,600,000 UGX or about US-\$ 4,100 (second raffle) and UGX 4,205,800 or about US-\$ 1,600 (first raffle). Additionally, there have been donations by catholic and private donors dedicated to the new building, but these are one-offs and not part of the normal day-to-day activities of the station.

On a regular basis, Radio Wa Sales and Marketing Team handles the following services:

- advertisements (no legislation for community radios, they are also free to broadcast advertisements.) Radio Wa does not advertise: alcohol, tobacco, condoms, betting agencies.
- sponsorship of programmes, news bulletins or slots (by MTN [mobile phone company], Mirinda [soda, soft drink]).
- talk shows (up to 4 participants) (17% of total income generation). These are normally talk shows bought by NGOs, CBOs or other organisations to disseminate contents related to their projects, or to give visibility to some of their activities. Radio Wa does not determine the contents of these talk shows, whose main topics might tackle health, education, civil or human rights, food security, environment, etc.
- paid announcements (general announcements, death announcements, corporate announcements).
- DJ announcements (these normally refer to short campaigns, a product launched in town at a certain place, a concert, or any other social event calling for general public).
- audio production works.

Joint marketing office in
Kampala

Catholic radio stations used to have a joint marketing office in Kampala, but Radio Wa and Radio Pacis (Catholic Radio in Arua), eventually decided to leave it, due to the fact that not all radio stations were committed when it came to timely payments, respect of common rules, etc. The decision to move out has so far been most beneficial for Radio Wa. At the moment, Radio Wa shares a space in Kampala with Radio Pacis, and payments are made jointly and timely.

Targeted donations to specific
programmes

Targeted donations granted to specific programmes: Peace building, farming and community debate from Scottish Catholic International Aid Fund (SCIAF), Farm Radio International, PANOS and Uganda Media Development Foundation (UMDF) respectively.

Report:
Petra Stammen
Alberto Eisman

Radio Salaki, Burkina Faso



Situated in	Dédougou, Burkina Faso
Transmitter power	1000 W
Range	Radius 100 km
Potential listenership	1 500 000
Audience	900 000
Transmission hours	From 5:30 am till midnight
Staff	Total 21; 11 producers/presenters/journalists 7 Technicians; 4 Administration, 3 Marketing; 3 Management
Volunteers :	0
Licenceholder	CEMECA / Association Salaki

Mission / Vision / Objectives

Radio Salaki wants to contribute to awakening consciousness, especially among the rural population, promoting and backing behavioural changes, and community development initiatives at grassroots level. Programming covers issues like children rights, women's issues, agriculture and farming, food security and health. The station name « Saa la ki » (rain makes millet) is very present in listeners' daily life.

Community specification

Primarily, Radio Salaki targets the rural population, made up of storekeepers, craftsmen, farmers and livestock breeders, belonging to diverse ethnic groups: Bwaba, San, Dafing, Mossi, Fulani and Nouni. The radio station addresses each ethnic group in its own dialect; nevertheless the languages most used in the programmes of the station are Dioula (predominant), Mooré and French.

Programming

Due to the community's ethnic diversity, 90% of the programmes are produced in local languages: Dioula 35%, Mooré 30%, Bwamu 10%, San et Nouni 5%, Fulfuldé 5%, and only 10% in French. Radio Salaki produces three daily news programmes in French, and two in local languages such as Dioula, Bwamu and Mooré. In addition three news spots are broadcasted in the morning from Monday to Friday in Dioula, Mooré and Bwamu. On Sunday, the newscast at noon is a summary of local news of the week. Most of thematic programmes are aired in Dioula. An interactive phone-in programme about local news is broadcasted every Saturday from 11 am till noon: listeners are asked to debate and express their opinions about local events.

Radio Salaki allows listeners to share their views on the station's schedule through a programme called « Salaki j'écoute » which is broadcasted once a week. During the week, there are four hours of

live programmes when paid-up members of listeners' groups are greeted by the radio and allowed to greet each other. Live programmes on radio are also highlighted. During transmission, a staff member in charge of listeners' groups will often call in during a visit to the villages, giving listeners the floor.

Governance / Management

Radio Salaki is owned by the Association Salaki. The General Assembly of the association is formed by members representing more than 150 villages in the region.

In each village, there are three types of Salaki members:

- The community communicators or local Association Salaki support group: they are part of the implementation of activities for behaviour changes and development of the community.
- The "faithful listeners of Radio Salaki" (in French "les Fidèles Auditeurs de Radio Salaki" – FAURS): they are the supporters and fans of the station, and promote the programmes and the station in their respective village.
- Women of Salaki: they run activities for promotion and development of women's conditions.

In the villages, these three entities form a single coordinating board, which ensures that each group keeps its own role: the local Association Salaki support groups for social change and development at grassroots level, FAURS for the radio, and Salaki Women for all issues concerning women's issues and concerns.

Media Environment

The region called "Boucle du Mouhoun " has fifteen private radio stations, including Radio Salaki. In Dédougou, capital of the region, Radio Salaki cohabits with an Islamic station (Radio Ahmadiya), a Catholic station (Radio Fréquence Espoir), and a commercial radio (Radio Bankuy). As yet, there is no private television. The public (state-owned) radio station and television broadcast from Dédougou, and wish to soon open a regional branch. For now, public media are just relaying programmes produced in the capital (Ouagadougou). Major daily newspapers like "Sydwaya", "L'Observateur Paalga" and "Le Pays" employ local correspondents.

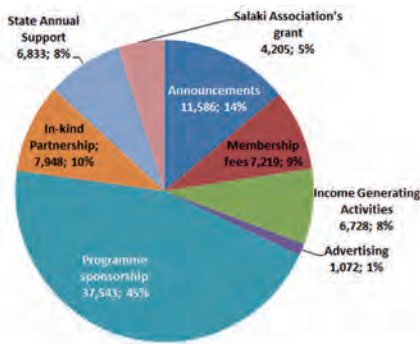
Two audience surveys, one commissioned by UNICEF in 2010 and a second by the High Communication Council in 2013, ranks Radio Salaki the most popular radio station in the region (about 75% of the audience).

Income Generation

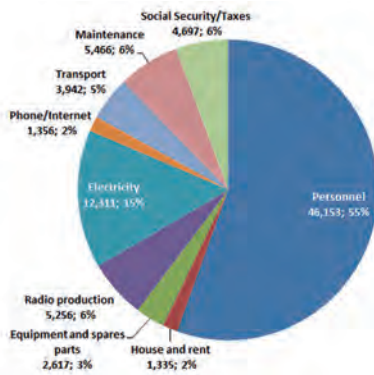
Radio Salaki is located in a rural area. However, the station succeeds in covering about 90% of expenses through a suitable marketing strategy. In 2013, expenses amounted to CFAF 41,039,000 (about USD 83,000). Through its operation, the station has been able to raise a total of CFAF 39,539,000 (about USD 80,000). The Association Salaki covered the deficit (CFAF 2,000,000 or USD 4,000).

Radio campaigns are the main source of income. A coverage radius of about 100 km, and its audience popularity (900,000 listeners / 75% of population), make

MONTHLY INCOME (US-\$)



MONTHLY EXPENDITURES (US-\$)



Full-time member of staff for community relations

Radio Salaki attractive for NGOs and other development organisations for cooperations in the planning, production and broadcasting of radio campaigns.

Commercial advertising is quite low, although some companies do approach the station to advertise products and services. The marketing department works hard to mobilize advertisers, but, in a rural area, it is difficult. The population and listeners broadcast notices and announcements, but competition with the other radios stations is fierce.

To mobilize and promote community participation, a full-time member of staff is designated to enhance relations with listeners. In most of the villages covered by Radio Salaki, there is a local Salaki support group called the “faithful listeners of Radio Salaki” – FAURS. Each of these groups has set up a board formed of a chairperson, treasurer, secretary, marketing officer and a community journalist. The marketing officer is responsible for collecting communiqués and announcements to be broadcast by the station. The local FAURS group receives 5% discount of the collected money.

The Radio Salaki staff member in charge of mobilizing FAURS groups undertakes regular visits to the villages in order to keep them dynamic. This monitoring is essential for keeping the FAURS groups active. During his visits, the agent also collects the news, announcements, etc., and money accumulated by the local marketing officer. Each FAURS member is asked to keep their membership card updated. The monthly membership fee is CFAF 500 (USD 1) and allows dedications during special programmes for listeners. When a new FAURS group is launched, the first revenue from membership fees is shared equally between the new FAURS group and the station. The team member in charge of the listeners’ mobilization usually conducts three visits every week and, on average, he is able

to collect about CFAF 30,000 (USD 60) per village. A 60-minute programme dedicated to sharing experience and greetings between the FAURS groups is aired once a week.

Community participation and income generation is also enhanced through village festivities. A sound system (public address system) with operator is regularly hired by listeners' groups for such events, and in particular for a "djandjoba" (a prestigious dance for women). The FAURS and the village are charged about CFAF 60,000 (USD 120) for one event. This income source raises at least CFAF 120,000 (USD 240) per month for the station.

Annual State Support Funds

Annual State Support Funds. In Burkina Faso, a Public Annual Fund is shared among all media according to pre-defined criteria. To benefit from this fund, each media is required to submit an application, demonstrating that all criteria are fulfilled, such as programme output, adherence to legislation, payment of taxes (including copyrights), and overhead costs.

The accounts of Radio Salaki are separate from those of the Association Salaki. As said above, in case of a deficit, the association covers the discrepancy, but on condition that a deficit does not exceed 5-10% of the overall budget of the station.

Report:
Camille Sawadogo
Michel Philippart

Radio Pa'i Puku, Paraguay



Situated in	Teniente Manuel Irala Fernández, Dpto. Presidente Hayes, Región Occidental del Paraguay (Chaco)
Transmitter power	50 kW
Range	400 km (covering whole Chaco region)
Potential listeners	approx. 700.000
Audience	No exact data. Estimated about 50 % of the potential listeners.
Transmission hours	Daily 16 hours (05:00 to 21:00)
Staff:	4 Producers/journalists; 1 Technical operations; 3 Administration, 1 Management, 4 support staff (for cleaning, 1 driver, 2 receptionists); 2 Marketing;
Number of volunteers	2 in programme production
License holder	Monseñor Pedro Shaw Foundation, Radio Pa'i Puku

Mission / Vision / Objectives

Mission:

Through its communication and inspired by its Christian faith, Radio Pa'i Puku vows to accompany and promote all efforts that advance, social justice, the defence of human life and nature, cultural integration and harmonious coexistence among the inhabitants of the Chaco region.

Vision:

Radio Pa'i Puku is a pluralistic radio station. It is inclusive and defends respect for human rights and nature. It is coherent and encourages community initiatives. It identifies itself with the poorest and fosters dialogue on different levels. As an instrument of the Church, it promotes ecumenism.

Institutional Objectives:

The radio station seeks to improve the standard of living of the poorest families of Chaco, to advance the integral formation of men, women and their families, through health education and the promotion of gender, civic, social and political equity. It wants to help strengthening the social fabric of the region through communication and to support the indigenous people and other ethnic groups of the region in the struggle for their rights. The radio station seeks to promote the respect of nature. It accompanies the evangelization efforts of the Catholic Church to strengthen Christian faith and the formation of Church communities.

Community Specification

The Chaco or Western Region occupies about 60% of Paraguay's territory (406.752 km²). This is the coverage area of Radio Pa'i Puku. In this vast region live less than 500.000 people, which is 5-7% of the population of Paraguay. The Chaco region is vast but sparsely populated. This is due to its

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Radio Pa'i Puku's signal crosses the border with Argentina. We receive regularly reports from indigenous groups and farmers in Argentina who listen to Pa'i Puku and benefit from its services.

Administration

The station is owned by the Fundación Monseñor Pedro Shaw. Three Church dioceses in the Chaco region supervise Radio Pa'i Puku.

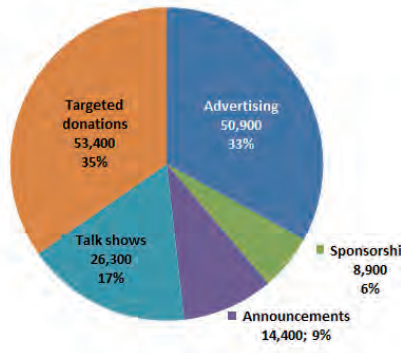
Programming

Radio Pa'i Puku broadcasts an ample variety of radio genres and formats. It has news bulletins, educational and religious programmes, and entertainment programmes with a mixture of musical styles. News is first of all related to the Chaco and its people, but we have also national and international news. The station gives space for debate to civil society, public institutions and the different political groups. It tackles issues related to the environment, people's rights and equity, the recognition of women's role in the past and the present of Paraguay, the right of farmers and their families, agricultural production and small or medium sized livestock farming.

Media Environment

The other big radio station of the region is Radio ZP30. It broadcasts for 30 years from the town of Filadelfia, about 75 km north of Radio Pa'i Puku and is owned by the Mennonites (a Christian denomination named after Menno Simons, 1496-1561). Recently some indigenous communities have installed their own community radio stations that broadcast in FM.

ANNUAL INCOME



Income generation

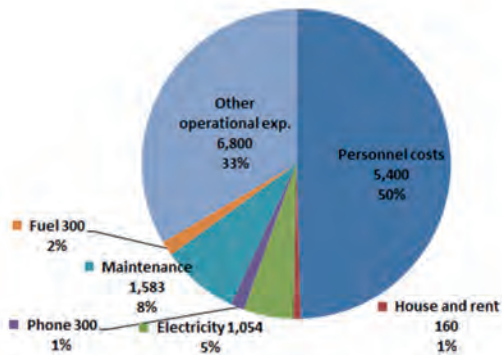
Radio Pa'i Puku has managed to diversify its income. From the annual income of US\$ 300,000, 33% are generated from a raffle and two farmer festivals, 30% come from commercial advertising, 23% from international aid and 10% from programmes produced by NGOs dealing with indigenous people, the environment and social aid. Family and community announcements contribute 3% of the income, and donations to another 1%.

Since its first years of existence, Radio Pa'i Puku organizes a big raffle and a festival or fair in September. People's participation in both the raffle and the festival has constantly grown through the years and they became one of the most popular attractions of the Paraguayan Chaco. Last year, close to 500 volunteering men and women sold 38,000 raffle tickets. In this way, both the volunteers and the ticket buyers showed their solidarity with their radio station. The income from the raffle increased continuously over the last years.

At the fair, which lasts two days, music groups and bands are contracted after they were selected by the radio's listeners. In addition, students from different educational institutions perform as artists at the festival. Handicrafts are sold, and the lottery's drawing takes place. But the activity that attracts most people is the "Corrida" the bull fight. Some cattle farmers lend out their bulls for the 'Corrida' and toreros (bullfighters) are contracted from far away, as the Chaco does not have local ones. The bulls are not killed during these Corridas, because the spectacle only wants to show the toreros' skills. Although entry fees are charged to the "Corrida", more than 3,000 people participated in the festival last year.

Radio Pa'i Puku's fair is called 'the great Chaco family party', because it unites children, youngsters, adults and elder people, men and women, people from the countryside and the city, rich and poor. Everybody knows that in the middle of

MONTHLY EXPENDITURES



RES

September the radio's raffle and fair come together, and they get ready for the big meeting.

On May 27 there is another celebration. It is the station's anniversary. While the September festival is more a spectacle (and yields more income for the radio), the May celebration is of a more educational nature. It includes a free music show. The stage is open to all kinds of musicians, dance groups and theatre artists, performing free of charge. Last year a regional NGO gave a presentation about environment degradation and protection. They were accompanied by a music group that recorded a CD on environmental issues. There was also a soccer tournament.

The raffle and the festivals form a basic means of income for the radio station. Today they cover one third of its annual expenses. But the festivals are also an important opportunity for Radio Pa'i Puku to have a personal dialogue with its audience, which generally lives far away and dispersed. It is also the moment in which many families collaborate with their radio station by donating in kind goods for the station's canteen.

In the course of the year Radio Pa'i Puku has to create a small reserve fund in order to hold out during January, February and March, which are the months of very low income. In these months shopkeepers are on vacation or make their inventory, and public institutions and NGOs take the end-of-the-year-break. These are times that cause a lot of worry, but at the same time, they force us to look for new ways to make ends meet.

Report:

Sara Fischer Martínez

Christoph Dietz

Radio Media Village 90,8 FCCR, India



Name of the station:	Radio Media Village 90.8 FCCR
Situated in	Changanassery, Kottayam, Kerala, India
Transmitter power	50W
Range	20 KM
Potential listeners	2-300,000
Audience	No research available
Transmission hours	19 hours 5.00 AM to 12 Midnight
Staff:	11 Full time staff, 11 part time staff, Producers/ journalists 14, Technical operations 3; Administration 1, Marketing 2; Management 2
No. of volunteers	30 programme co-ordinators, local reporters, production assistance, presenters, script writers
Licence holder	SJCC (www.sjcc.org) Educational Institution (first university affiliated media college in India)

Mission / Vision / Objectives

Vision :

Integral development of the community through information education and communication.

Mission :

To create an informed community through participation which reduce the inequality and injustice and bring harmony and unity among people.

Objectives:

- (i) Broadcast programmes to build up harmony and unity among people in the society irrespective of politics, cast, creed and religion.
- (ii) Associate with government and non government organisations and broadcast programmes useful to community.
- (iii) To inform people about weather, market price, traffic information, train timings, agriculture practices, nutrition, health tips.
- (iv) To create opportunities for community members to interacted each other and their voices heard through radio.
- (v) To identify community volunteers and give them training in all aspects of radio production.
- (vi) Conduct events in association with peoples organisations for the well being of the society.

Community Specification

Radio Media Village reaches 2–300,000 people in 4 districts of Kottayam Districts in the State of Kerala, in the South of India. 70% of the population depend directly on agriculture for their livelihood – marginal farmers, housewives, children, construction workers, auto drivers, coolie workers, students, vendors are different groups of our listeners.

Programming

Radio Media Village has 65 different programmes and broadcasts from 5 AM in the morning till 12 midnight. The different programmes deal with issues of importance to the community like ecology, organic farming, women and child development, nutrition, health, income generation, education etc. 36 hours live broadcast in a week provide a platform for people to interact with each other and share their ideas, opinions and problem solving. With 60 volunteer community broadcasters, Radio Media Village is self-reliant regarding content creation. The strategy is to associate different kinds of people's organisations in the community who provide training to community members interested in production. They require minimal compensations for travelling and food expenses and their involvement provides credibility and quality to the radio. Furthermore the station has a 12,500 hours programmes' bank, making it sustainable in terms of content. In addition to 60 community volunteers and the 30 local partner organisations co-responsible for specific programmes, Radio Media Village provides space for talented people gifted in arts or the area's rich folklore.

Administration and Governance

The station is managed by:

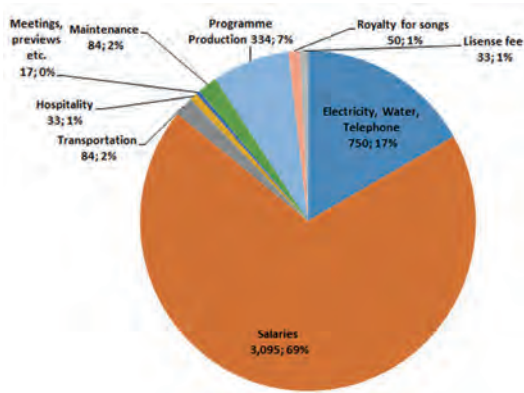
- A General Body with 61 leaders who represent the community, from where
- An Advisory Body of 15 members is selected, and
- An Executive Committee of 11 members
- A Programme Managing Committee is made up by the executive committee.

Discussions, evaluation, planning, trainings are conducted for all these groups to enhance their capacity.

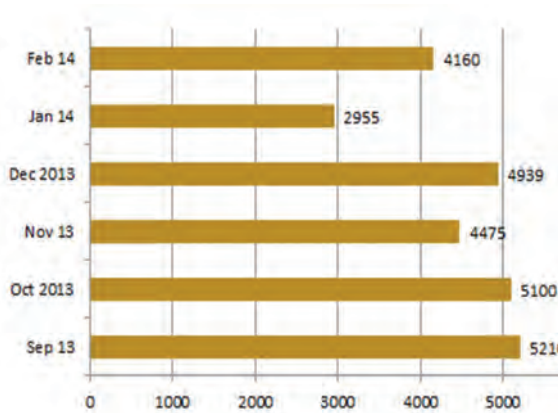
Media Environment

90.8 Radio Media Village work in a place where people have access to all kinds of media like TV, News papers, internet, mobile etc. But no radio station. People love radio because it is very much relevant to their day to day life. People generally depend radio for information because they can listen it at their work, while driving and in the shops. Radio Media Village has got high listenership because it is a community radio which gives importance to education, information, entertainment and social commitment.

MONTHLY EXPENDITURES
(US-\$)



INCOME FROM ADVERTISING
IN PREVIOUS MONTHS (US-\$)



Income generation

Radio Media Village, established in February 2012, received the prestigious National Award for Sustainability in 2014 from the Indian Information and Broadcasting Ministry. The station gets revenue from advertisements from state government institutions and private firms including shops, financial institutions, and other organizations from the community, and from state government agencies like the Kerala State Electricity Board, the Publicity and Public Relations Department of Kerala State, etc, which makes the station financially self-sustainable.

The amount of income in the previous year amounted to INR 3,600,000 (US-\$ 60,000) through a monthly advertising income of INR 300,000 (US\$ 5,000).

Within the space provided in the Indian legislation to have 5 minutes of advertising every hour, the station manages to meet its requirements, requesting 50 Rs (US-\$ 0,85) per 10 seconds of commercial airtime. With 19 hours of broadcast from 5.00 AM till 12 midnight the five minutes per hour are usually full of advertising except for the morning peak period from 5 am to 7 and again in the evening from 9 pm until midnight.

In order to attract advertisement through increased listenership, the station concentrates on the programme quality, variety of programmes, popular shows, community participation and dynamics in broadcasting. Many game shows, competitions, conducted along with programmes, tempt listeners to be with the radio around the clock. 300 hours of live broadcasting from the community also generate high listener figures. So far, in 686 game shows, the radio has distributed prizes to radio listeners worth INR 500,000 (US-\$ 8,350). The high audience rates are attractive for advertisers.

The station does not have membership fees and messages aired on the radio are presented free of cost, just like the station's partners get their issues covered on the radio for free. The radio furthermore does not receive in-kind contributions or price cuts in electricity and telephone subscription.

Report:

Fr. Sebastian Punnassery
Director, Radio Media Village

Acknowledgements

We would like to express our special thanks for the valuable contributions from all participants in the debate. We are grateful to Ideosync and Community Media MANCH for broadening the exchange among Indian Community Radios, and sharing the results with us. Special thanks go to the partners who made their own materials accessible: Njuki Githethwa from Kenya Community Media Network (KCOMNET) for the strategic plan of Radio Mang'elele; Michael Arbirk and Radio Karagwe 91.4 for contributing their evaluation report and marketing goal sheets; Robert Malako for sharing Michel Colin's article on income generation for Congolaise Community Radios; and Humberto Vandenbulcke for the experiences of the Club of Friends of Radio ABC in Santo Domingo. Last but not least, we are very obliged to the stations that supplied their profiles and income generation strategies. These became the "model stations" included in this publication: Radio Media Village 90.8 FCCR, India; Radio Pa'l Puku, Paraguay; Radio Salaki, Burkina Faso; Radio Wa, Uganda; and SAMAD FM, Nepal.

