DEVELOPMENT OF COMMUNITY RADIO CONTINUOUS IMPROVEMENT TOOLKIT (CR-CIT) PHASE – II

Report submitted to CEMCA, New Delhi
By:

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<u>**ACTIVITIES CARRIED OUT IN PHASE II OF THE**</u>
'DEVELOPMENT OF COMMUNITY RADIO CONTINUOUS IMPROVEMENT TOOLKIT' PROJECT

In Phase I of the 'Development of Community Radio Continuous Improvement Toolkit', a project commissioned to the UNESCO Chair on Community Media by the Commonwealth Educational Media Centre for Asia (CEMCA), New Delhi, the Community Radio Continuous Improvement Toolkit (CR-CIT) Version 1.0 was created. The CR-CIT (Version 1.0) was developed through a rigorous desk review, followed by intense discussions over two different workshops with representatives of community radio stations from across the country as well as with community radio experts engaged in advocacy, research and capacity building.

Following activities were carried out in the Phase II of the project:

1. **Bangladesh Validation workshop and field-testing (November 25-31, 2013)**

A three-day validation workshop for Community Radio Continuous Improvement Toolkit (CR-CIT) was held in Dhaka, Bangladesh, from 25-27 November 2013. The workshop was organized by Bangladesh NGOs Network for Radio and Communication (BNNRC), UNESCO in collaboration with UNESCO Chair on Community Media, under the financial and technical assistance of European Union, Free Press Unlimited and Commonwealth Educational Media Centre for Asia (CEMCA). Through this workshop, the CR-CIT, developed by UNESCO Chair on Community Media in India with support from CEMCA, was sought to be customized in the context of Bangladesh and validated through inputs from the community radio practitioners. A total of 32 representatives from 16 CR stations from all over Bangladesh attended this co-learning workshop. Based on the feedback from the validation workshop, the CR-CIT was suitably adapted for use in field-testing with the Bangladesh stations. This was followed by the field-testing of the CR-CIT with the representatives of CR stations of Bangladesh at Dhaka on November 28 -31, 2013
(***See Annexure I for report of validation workshop and field-testing in Bangladesh***.)

2. **Revised Bangladesh Version of CR-CIT**

After the validation workshop and the field-testing of CR-CIT in Bangladesh, the feedback was processed and the final revised version of CR-CIT for Bangladesh was prepared.

3. **Field-testing of CR_CIT in India (Between Feb 2014 – April 2014)**

The Version 1.0 of CR-CIT was subjected to rigorous field-testing at four different community radio stations in the country, with the additional involvement of peers from eight other radio stations. The CR stations where the CR-CIT was field-tested included:

(i)   Radio Active (RA) in Bangalore,
(ii)   Gurgaon ki Awaaz (GKA) in Gurgaon,
(iii)   Rudi no Radio in Ahmedabad and
(iv)   Bol Hyderabad, Hyderabad

The eight stations that participated as peers included:

Peers for Radio Active	Peers for Gurgaon ki Awaaz	Peers for Bol Hyderabad	Peers for Rudi no Radio
Radio Universal, Bangalore	Radio Mewat, Mewat	Deccan Radio, Hyderabad	Sayare Jo Radio, Kutch
Radio Siddharth, Tumkur	Alfaz-e-Mewat, Mewat	KMIT Tarang, Hyderabad	Tilonia Radio, Ajmer

The Chair team facilitated the process and elicited suggestions about the suitability of the indicators and options within each parameter. Two peers were invited to participate in each self-assessment exercise. They assisted the station to carry out a productive self-assessment and shared their experiences with the self-assessing station.
(*For feedback gathered during the field-testing in each of the four stations see Annexure III for an integrated report of the filed-testing in India.*)

4. Revised Version of CR-CIT for India (Version 2.0)

Version 2.0 of CRCIT has been prepared, based on extensive feedback received during the field-testing of the earlier version in four CR stations across the country, with additional inputs from eight other stations whose representatives participated in the process as peers. Further, this version also takes into consideration feedback received during the validation and field testing processes in Bangladesh. Version 2.0 also includes a substantial new section on the suggested peer review process.
(The CRCIT Version 2.0. will be published by CEMCA and it will be available in the website of CEMCA)

5. Self-Assessment and Peer Review (SA&PR)Process

Based on the experience of field-testing of CRCIT Version 1.0 in four CR stations, the Chair team developed a detailed peer review process that could be adopted by stations that choose to use the toolkit for self-assessment. This section also incorporates a checklist that stations can use as they prepare for the self-assessment process.

6. Proposed Training Plan for Building Capacity of Peers for Self-Assessment using CRCIT

A preliminary training plan has been developed to build the capacities of peers in the community radio sector in India for participating effectively in the self-assessment activities to be undertaken by radio stations in the coming years. A CR-CIT community of practice (COP) website http://crcitcop.uccommedia.in/ has been constructed to share information about the toolkit, its SA&PR process, and to obtain feedback from all those using CR-CIT for self-assessment at their stations. The training plan envisages conducting two workshops with total participation of about 30

peers, with modular inputs in non-negotiable principles of community radio globally, the concepts of continuous improvement and co-learning, the self-assessment and peer review process, methodology, description of the key parameters for assessment, and the toolkit. The plan also includes a session about the COP website and how it would become a hub for discussions around the CR-CIT for the peers as well as other members of the CR stations carrying out the peer review.

<u>**Validation workshop: Community Radio Continuous Improvement Toolkit**</u>

IDB Bhaban, Dhaka

November 25-27

Narrative Report

A three-day validation workshop for Community Radio Continuous Improvement Toolkit (CR-CIT) was held in Dhaka, Bangladesh, from 25-27 November 2013. The workshop was organized by Bangladesh NGOs Network for Radio and Communication (BNNRC), UNESCO in collaboration with UNESCO Chair on Community Media, under the financial and technical assistance of European Union, Free Press Unlimited and Commonwealth Educational Media Centre for Asia (CEMCA). Through this workshop, the CR-CIT, developed by UNESCO Chair on Community Media in India with support from CEMCA, was customized in the context of Bangladesh and validated through inputs from the community radio practitioners. A total of 32 representatives from 16 CR stations from all over Bangladesh attended this co-learning workshop.

Day 1: 25.11.2013

Inauguration

Mr. Rafiqul Alam, Chairman, BNNRC Board of Trustee, Executive Director of Dwip Unnayan Sangstha (DUS) and the initiator of *Radio Sagardwip* presided over the opening ceremony of the workshop.

Welcome remarks were made by Mr. AHM Bazlur Rahman, CEO, BNNRC. After a brief self-introduction of the participants, a video-documentary "**Community Radio so far in Bangladesh"** was screened which presented the situation of community radio operation and programming in Bangladesh.

Special Guests, Dr. Ankuran Dutta, Mr. Kamal Ahmed, Mr. Faruq Faisal, Prof. Dr. Vinod Pavarala also addressed the gathering.

Dr. Ankuran Dutta, Program Officer, CEMCA thanked BNNRC and the UNESCO chair for organizing such a validation program in Bangladesh and re-assured CEMCA's continuous support to the growth of the community media sector.

Mr. Kamal Ahmed of UN Radio and ex-correspondent of BBC told that, the quickest growth of community radio of Bangladesh has revolutionized the whole media landscape. To retain this success, he has suggested the initiators to take care of the volunteer management, orientation on editorial issues and training aspects for the neo-radio professionals.

Community Radio Specialist Mr. Faruqh Faisal spoke on ensuring the market access of the poor and grassroots community through effective programming of community radio.

In his remarks, Prof. Vinod Pavarala mentioned community radio as an effective media for the voiceless community. He acknowledged the role of community radio practitioners and a series of consultation processes with the experts in formulating this toolkit. He said that the success of

community radio growth of Bangladesh seems much higher than that of other South Asian Countries including India. He has emphasized on applying the toolkit in strengthening the internal governance of community radio stations of Bangladesh.

Ms. Reba Rani Saha, Mr. Kazi Akhtaruddin Ahmed, Md. Rafiqul Alam spoke on behalf of Ministry of Information.

Ms. Reba Rani Saha, Joint Secretary-Radio, Ministry of Information read out the written speech of the Secretary, Ministry of Information. Ms. Saha mentioned that Ministry shall soon have a new advertisement policy for community radio stations which will help them take up some revenue generation efforts for financial sustainability.

Mr. Kazi Akhtaruddin Ahmed, Additional Secretary and DG, Bangladesh Betar mentioned community radio stations as ally of public service broadcasting. He has told that community radios can play effective role in reformulating the social issues in a positive way. He assured to continue the Betar's support by providing technical assistance in producing and broadcasting programs on important development issues.

Finally, Mr. Rafiqul Alam, Chairperson thanked all and closed the opening session of 3-day Validation workshop. The session was facilitated by Mr. Shameem Reza, Associate Professor, Mass Communication and Journalism Department of Dhaka University.

Session 1: Introduction to CR-CIT

This session orientated the participants to the validation process to be undertaken by the UNESCO Chair team during the workshop. Dr. Kanchan K. Malik, Associate Professor, Communication & Faculty Fellow, UNESCO Chair on Community Media, University of Hyderabad, introduced the CR-CIT philosophy and approach. Mr. Vasuki Belavadi, Associate Professor, Communication & Faculty Fellow, UNESCO Chair on Community Media, University of Hyderabad, explained the Structure and User Guide of CR-CIT

Session 2: Group Work

In this session representatives of the CR stations were divided into groups and were asked to have discussions on 4 of the 9 parameters of the CR-CIT and contextualise them to Bangladesh.

The parameters that the four groups worked first on, included:

1. Content generation and Programming
2. Policies and Guidelines
3. Volunteers
4. Technology: Access and Management

The members of each group who discussed each of the parameters were as follows:

1. Content generation and Programming	2. Policies and Guidelines	3. Volunteers	4. Technology: Access and Management
a) Mr. Biplob (Radio Jhenuk)	a) Mr. Mahfuj Faruque (Borendro Radio)	a) Ms. Afroj Shadia Jahan (Radio Padma)	a) Mr. Md. Shah Sultan Shamir (Radio Sagor Giri)
b) Ms. Laboni (Lokobetar Radio)	b) Ms. Zinia Farjana (Radio Mukti)	b) Mr. Boshin Ahmed (Radio Chilmari)	b) Mr. Abrar Shair (Radio Padma)
c) Mr. Modabben Hossain (Radio Sagardwip)	c) Ms. M. S. T. Rasheeda Begum (Radio Meghna)	c) Ms. Sharmin Shipa (Radio Pollikontho)	c) Mr. Md. Masud-uz-Zaman Miah (Radio Jhenuk)
d) Mr. Humaun Kabir (Radio Naf)	d) Mr. Md. Shafiul Azam (Radio Bikrampur)	d) Mr. Mohsena Aktan Mina (Radio Sagor Giri)	d) Mr. S. M. Abu Sufian Hossain (Radio Nalta)
e) Mr. Shihab (Radio Bikrampur)	e) Mr. Jahangir Alam (Radio Lokobetar)	e) Ms. Sabiha Islam (Radio Nalta)	e) Mr. Md. Iftekhar Hossain (Radio Sagardwip)
f) Mr. Md. Asaduzzaman (Radio Sundarban)	f) Mr. Takiur Rahman (Radio Mahananda)	f) Mr. Ariful Islam (Radio Mukti)	f) Mr. HLA HLA Yee Rakhine (Radio Naf)
g) Mr. Mehdi Hasan (Radio Pollikontho)		g) Mr. Mahmud Reza (Krishi Radio)	g) Ms. Shahnaj Parvin (Krishi Radio)
h) Mr. Zakir Hasain (Radio Sundarban)			

Session 3: Review of Group Work

In this session, the representatives of the CR stations were asked to present their group work on the first two parameters that were discussed in the previous session. And their feedback on the parameters was recorded to revise CR-CIT.

1. **Content generation and Programming:**

   All the questions under this parameter were seen relevant to the context of Bangladesh by the group members.

   The term "marginalised groups" from the question 1.2 needed interpretation that would be relevant in Bangladesh. The definition of the term was discussed and ensued with phrases relevant to Bangladesh like *bhumiheen* (landless farmers), *dhormio shongkha loghu* (religious minorities), *Adivasi* (indigenous tribes), etc.,

   There were suggestions to include "radio magazines" as one of the options in question 1.7, as they were very popular in Bangladesh. Also, there were suggestions to change the text in option-a, of question 1.8, as the Bangladesh policy does not specify anything in terms of archiving.

2. Policies and Guidelines:

The discussion on this parameter was very vibrant and invoked diverse responses on each of the questions. Though all the questions were considered relevant to the context of Bangladesh and were appreciated. Also, there were suggestions of categories that needed to be included under some of the questions.

In the question 2.1, there were discussions to add Audience/Listeners as one of the options. Question 2.3 needed categories like "physically-challenged", "children and adolescents" and "climate refugees" as options to be included. In the question 2.4, safety of station personnel-staff and volunteers was suggested to be included. Questions 2.5 and 2.6 required the addition of "senior citizens/elderly" as options. Development advertisements were mentioned during the discussion on advertisements accepted by CR stations in the question 2.7.

Participants made suggestions to include, listeners club, mobile technology, social media, posters and leaflets as options. In the question 2.11 it was suggested to replace the term "social audit" by "common audit" or "open house" to fir the context of Bangladesh.

Day 2: 26.11.2013

Session 4: Review of Group Work

On the second day of the validation workshop, the session started off with the review of group work on the second two parameters that were discussed on the previous day and the details of the review are as follows.

3. Volunteers:

All the questions under this parameter were seen relevant in Bangladesh context. The sentence **"the station shall periodically assess the contribution of the volunteer to the station and add to their improvement"** was suggested to be added in the user guide before 3.1 in page 13 of the toolkit.

Here also there were suggestions to include certain options under some questions. Terms like "informal" and "interpersonal contact" were suggested as options under the question 3.2

Questions 3.3, 3.4 and 3.5 had suggestions to include options like, youth and children, elderly/senior citizens, physically and mentally challenged; on-the-job; award/prize/gift respectively.

There was also a suggestion to include a new question under this section. i.e.,

How do you recognize the contribution of a volunteer?

a) Certificates
b) Gifts/Crest
c) Felicitation
d) Selection for exchange visits to other stations

  e)   Subsidise training/course fee

  f)   Opportunity to become station staff/Promotion

Finally there was a suggestion to make **CR-CIT bilingual for Bangladesh**.

4.   Technology: Access and Management:

This question evoked positive responses from the participants and they suggested more questions be included to make the parameter more relevant to the Bangladeshi context.

This parameter had 8 questions starting from 4.1 to 4.8 and three more questions were suggested to be included and they are as follows.

4.9 What alternative options does your station have to address power problems?

a) Generator

b) IPS

c) UPS

d) Solar/renewable source of energy

4.10 Does the station have internet connectivity?

a) Yes

b) No

  4.11   What technologies does the station have in place to facilitate audience participation in programmes? (tick all relevant)
 a)   Phone-in panel
 b)   SMS Gateway
 c)   Mobile
 d)   Internet
 e)   Any other (please specify) …………

Session 5: Group Work:

During this session, the representatives were again divided into four groups and were asked to have discussions on the last 5 of the 9 parameters of the CR-CIT and contextualise them to Bangladesh. Here, parameter 5 and 7 i.e, **On-Air Standards of Broadcasting and Feedback and Grievances** were clubbed for discussion but were presented as individual parameters in the review of group work.

The members who discussed on each of these parameters are as follows.

5&7. On-Air standards of broadcasting + Feedback & Grievances	6. Governance	7. Content Sharing and Networking	8. Revenue Generation & Financial Accountability
a) S. M. Abu Sufian (Radio Nalta)	a) Ms. Shahnaj Parvin (Krishi Radio)	a) Mr. Takiur Rahman (Radio Mahananda)	a) Mr. Abrar Shair (Radio Padma)
b) M. S. T. Rasheeda Begum (Radio Meghna)	b) Ms. Sabiha Islam (Radio Nalta)	b) Mr. Masud-uz-Zaman (Radio Jhenuk)	b) Ms. Laboni (Radio Lokobetar)
c) Ms. Afroj Shadia Jahan (Radio Padma)	c) Mr. Mahtuj Faruque (Borendro radio)	c) Ms. Zinia Farzana (Radio Mukti)	c) Ms. Shamim Shipa (Radio Pollikontho)
d) Mr. Md. Asad-uz-Zaman (Radio Sundarban)	d) Mr. Md. Shafiul Azam (Radio Bikrampur)	d) Mr. Shah Sultan Shamir (Radio Sagor Giri)	d) Mr. Ariful Islam (Radio Padma)
e) Mr.Md.Humayun Kabir (Radio Naf)	e) Mr. Zakir Hossain (Radio Sundarban)	e) Mr. Md. Iftekhar Hossain (Radio Sagardwip)	e) Mr. HLA HLA Yee Rakhine (Radio Nalta)
f) Mr. Boshin Ahmed (Radio Chilmari)	f) Mr. Mehdi Hasan (Radio Pollikontho)	f) Mr. Jahangir Alam (Radio Lokobetar)	f) Mr. Modabbeen Hossain (Radio Sagardwip)
g) Ms. Shubrata Sarkar (Borendro Radio)	g) Mr. Mohsena Akhtar (Radio Sagor Giri)	g) Mr. Mahmood (Krishi Radio)	g) Mr. Biplob (Radio Jhenuk)
h) Ms. Shihab (Bikrampur Radio)			

Session 6: Review of Group Work

In this session, the participants were asked to present their feedback on the three of the five parameters discussed. Their comments are as follows.

5. **On-Air standards of Broadcast:**

This parameter was also received positively and the participants agreed that it is relevant to Bangladeshi context. Suggestion was to replace AIR code with Bangladesh Betar code.

6. Governance:

The discussion of this parameter also went smoothly and all the questions were seen as relevant to the context of Bangladesh. But there was a concern among one of the participants on not identifying gays and lesbians as sexual minorities among the examples in question 6.5.

7. Feedback and Grievances:

All the questions under this parameter were agreed by the participants and they also suggested including the following question in the toolkit.

7.5. Has the CR station made any changes?

a) Yes

b) No

c) If Yes, provide details…..

Session 7: Review of Group Work

This was the last session for the day and in this session, the participants were asked to present their feedback on the last two parameters. Their comments are as follows.

8. Content Sharing and Networking:

The discussion of this parameter was very extensive and brought out some changes that could be incorporated in the toolkit.

Question 8.3 called for a discussion on IPR and the rights of singer and station, subject to Copyright laws of the country. In the question 8.5, the word "collaborate with", needs to be added along with "part of". Also there were discussions to add more options under the same question by some radio stations, especially by Radio Mahananda but it was explained later that funding agencies cannot be included.

Under question 8.6, options like health rights, disaster mitigation, adolescent rights, human trafficking are to be added.

Also there were suggestions to include two new questions under this parameter.

Q. Does station facilitate any exchange visits to other stations/groups?

a) Yes

b) No

9. Revenue Generation and Financial Accountability

The discussion again under this parameter was vibrant and there were suggestions to add and omit options from different questions. And all the parameters were acceptable by the participants.

Question 9.1 called for a change in options and discussion as to what contribution means in Bangladesh context. Commercial advertising was asked to be omitted and instead the suggestion was to include advertising from development organizations as one of the options; to remove MIB and have MoI instead.

There was a suggestion to define "station merchandise" in the user guide.

Under the question 9.2 the suggestion was to have percentage limits and not the exact number of minutes.

Under question 9.3, "library" and "selling programme CDs" were also suggested to be identified as supplementary sources.

With the discussion over this last parameter, the session came to an end.

Day 3: 27.11.13

Consolidation of CRCIT for Bangladesh and changes in the User Guide.

After the inputs from the participants from various CR stations during the validation workshop, the UNESCO Chair on Community Media team revised the CR-CIT and made it ready for field testing in Bangladesh.

Closing Ceremony:

"The Community Sector in Bangladesh will be strengthened by applying this Community Radio Continuous Improvement Toolkit" remarked Prof. Vinod Pavarala at the closing ceremony. He assured to maintain his support in continuous improvement of the sector in Bangladesh**.** As the second step of the efforts he has announced to form a "Community of Practice" in near future where all the community radio practitioners will join and form a web-based platform to meet and share their issues, ideas, themes and contents.

Retired Ambassador Mr. Mohamad Farooq joined as Chief Guest of the closing session. In his speech, he told that community radio will play important role in establishing community rights of access to information. He mentioned that the Information Commission has decided to train up the community radio staffs on RTI and the Commission has planned to sign an MOU with BNNRC in this regard.

On behalf of one of the co-organizers of the workshop, Mr. Ankuran Dutta, shared some of his future ideas like capacity building of women broadcasters, organize exchange programs, content sharing within the radio stations, form a common multimedia platform, establish virtual studio, etc., for the growth of Community Radio sector in Bangladesh.

Dr. Kanchan. K. Malik and Mr. Vasuki Belavadi from the team of UNESCO Chair on Community Media, University of Hyderabad and Mr. Shameem Reza, Associate Professor, Dhaka University spoke on behalf of the facilitators.

Feedback from participants:

On a brief session with participants during the closing ceremony, the participants shared their feedback on the workshop. They felt that contextualisation of CR-CIT was useful as they could focus on key aspects of functioning and concentrate on the yardsticks for effective functioning of their CR stations.

Radio Jhenuk: The participatory mechanism helped them give ideas and also understand their differences and commonalities with India.

Radio Padma: Happy that people who are running the CR stations are consulted in the decision making.

Radio Sagorgiri was happy that the toolkit would provide them with guiding principles in managing a CR station.

Ms. Shamin Shipa from Radio Pollikontho hoped CR-CIT to be successful.

Ms. Laboni from Massline Media Centre said that she would try to make CR a major part of her own community.

Many participants felt that the interactive and participatory workshop helped them in understanding the contexts and gave them guiding principles.

The session ended with awarding certificates to the participants by the Chief Guest. Mr. Jamil Ahmed. Chief Executive Officer of JATRI facilitated the closing program.

Report of Field-Testing in Bangladesh

November 28 -31, 2013

The team of UNESCO Chair on Community Media field tested the CR-CIT in CR stations of Bangladesh. There was a change in initial methodology due to unexpected circumstances at Bangladesh. Instead of field testing the toolkit at the respective stations, evaluation happened at Dhaka by the representatives who attended the Validation workshop.

Representatives from 2 CR stations self-administered the toolkit in the presence of facilitators (Dr. Kanchan K Malik and Mr. Vasuki Belavadi) and peer reviewers.

Testing Station 1: Radio Bikrampur	Testing Station 2: Radio Pollikontho	Peer Reviewers
1. Mr. Shihab 2. Mr. Shafiul Azam	1. Mr. Mehdi Hasan 2. Ms. SharminShipa	1. Mr. Ariful Islam (Radio Mukti) 2. Ms. Zinia Farjana (Radio Mukti) 3. Mr. S. M. Abu Sufian Shojol (Radio Nalta) 4. Mr. Takiur Rahman (Radio Mahananda) 5. M. S. T. Rashida Begum (Radio Meghna) 6. Ms. Laboni (Radio Lokobetar)

The feedback from this field testing on all the nine parameters is as follows.

1. Content Generation and Programming: There were extensive discussions on each question of this parameter. There were differed interpretations from the participants regarding the terms used and the facilitators had to explain them. Facilitators had to intervene during the discussions when there was dominance of one person in a group, to maintain the participatory nature of the exercise.

There were suggestions to define terms like other-than-staff, difference between grass root and professional expert and to include illustration for effective calculation of percentages.

Peer reviewers discussed concerns around involvement of community members in post-production, and on the need to encourage local talent in entertainment programmes.

2. Policies and Guidelines: The discussions under this parameter brought out the need to have written policies, guidelines and code of conduct among the CR stations for their effective functioning. The stations should have these preferably written in local language.

3. Volunteers: There were discussions over differences in defining staff and volunteers, and also the distinction between salary and honorarium. Stations also discussed ideas related to exchange visits to stations and fellowships for training.

4. Technology: Access and Management: Discussions brought out clarification to some of the terminologies used and peers raised questions on allowing only professionals to handle the equipment at CR stations.

5. On-Air Standards of Broadcasting: Discussion brought re-visiting some of the options.

6. Governance: Discussion brought out the need for re-visiting some of the options and explaining some terminologies. Peers commented on who should essentially be part of a CMRC.

7. Feedback and Grievances: This parameter needed replacement of some terms and inclusion of more options to the list in some questions.

8. Content Sharing and Networking: Some specifications and re-wordings were required under this parameter that need be included in the toolkit.

9. Revenue Generation and Financial Accountability: The discussions under this parameter were on adding supplementary monetary sources to the list and sharing information on websites.

Overall Feedback:

The participants felt that the SA & PR methodology worked well. The interaction between peers and self-evaluators was particularly very useful – led to learning. Facilitators are also needed in discussions during field-testing. The peers also felt they could become facilitators after a couple of such experiences. Training towards this would also be useful. The process also enabled peers to think about their own stations, and also of ways to improve. The CR-CIT could be administered by a station when there are exchange visits. This discussion also helps internal sharing of information, within a station.

The self-evaluating station felt that they could identify their shortcomings and also their strengths. They said they would customize and make their own formats. Their confusion in various aspects was addressed, in the process, they said. This is the result of this method. They also procured some idea on various concepts. They also said they would take the toolkit to their staff.

The CR-CIT was tweaked for use in Bangladesh based on the inputs from the field testing and discussions among the UNESCO Chair on Community Media team.

(Final report prepared by Himabindu Chintakunta)

Appendix – 1: Agenda for CR-CIT Validation Bangladesh

Day 1, Monday, November 25, 2013

Time	Programme
9.30-10:00 AM	Registration
10:00 – 11.30 AM	Inaugural Ceremony: See next page for schedule

Program Schedule

09:30 – 10:00	Registration
10:00 – 10:15	Welcome Speech, Introduction & Objectives **Mr. AHM Bazlur Rahman**, Chief Executive Officer Bangladesh NGOs Network for Radio & Communication
10:15 – 10:25	**Community Radio So far in Bangladesh**- (Video documentary)

Remarks from Special Guests:

10:25 – 10:30	**Dr. Ankuran Dutta**, Program Officer, Commonwealth Educational Media Center for Asia, New Delhi, India
10:30-10:35	**Mr. Kamal Ahmed**, Renowned International Broadcaster- UK
10:35-10:40	**Mr. Faruq Faisel**, Community Media Expert
10:40-10:45	**Prof. Dr. Vinod Pavarala**, Hon'ble UNESCO Chair on Community Media

Remarks from Ministry of Information:

10:45-11:00	**Ms. Reba Rani Shaha**, Joint Secretary-Radio
11:00-11:15	**Kazi Akhter Uddin** Ahmed, Additional Secretary Director General, Bangladesh Betar
Remarks from 11:15-11:20	**S M Shameem Reza**, Associate Professor, Mass Communication & Journalism Department, University of Dhaka
Remarks from 11:20-11:30	**Md. Rafiqul Alam**, Chairperson BNNRC Board of Trust & Executive Director, Dwip Unnayan Sangstha (DUS)

Light Refreshment

11:00 - 11:30	Tea
11:30- 13:00	Session 1: **Introductions** **CR-CIT: Philosophy and Approach** Dr. Kanchan K. Malik, Associate Professor, Communication & Faculty Fellow, UNESCO Chair on Community Media, University of Hyderabad (India). **CR-CIT: Structure and User Guide** Mr. Vasuki Belavadi, Associate Professor, Communication & Faculty Fellow, UNESCO Chair on Community Media, University of Hyderabad (India). **Orientation to the validation process of the workshop** UNESCO Chair team
13:00 -14:00	Lunch
14:00 - 15:30	Session 2: Group work Discussions on the four parameters: Content Generation and Programming Policies and Guidelines Volunteers Technology: Access and Management
15:30 - 16:00	Tea
16:00 - 17:30	Session 3: Review of Group Work Review of parameters: Content Generation and Programming Policies and Guidelines

Day 2, Tuesday, November 26, 2013

Time	Programme
9:30 -11:00	Session 4: Review of Group Work Review of parameters: Volunteers Technology: Access and Management
15:30 - 16:00	Tea

11:30 - 13:00	Session 5: Group Work Discussion on the four parameters: On-Air Standards of Broadcasting + Feedback and Grievances Governance Content Sharing and Networking Revenue Generation and Financial Accountability
13:00 -14:00	Lunch
14:00 - 15:30	Session 6: Review of Group Work Review of parameters: On-Air Standards of Broadcasting + Feedback and Grievances Governance
15:30 – 16:00	Tea
16.00-17.30	Session 7: Review of Group Work Review of parameters: Content Sharing and Networking Revenue Generation and Financial Accountability
17.30-18.00	Closing

Day 3, Wednesday, November 27, 2013

Time	Programme
9:30 – 11.30 am	**Consolidation of CRCIT for Bangladesh and changes in the User Guide.**
2:00-2:30	**Closing Ceremony:** **(Schedule on next page)**

Closing Ceremony Schedule
IDB Bhaban, Date: 27.11.2013

Introduction
Mr. AHM Bazlur Rahman,
Chief Executive officer, BNNRC

Feed Back from Participant
1) Ms. Khaleda Akhter Laboni,
   Lokobetar
2) Mr. Mehadi Hasan,
   Radio Polli Kontho

Feed Back from Resource team
1) **Ms. Kanchan K. Malik**
2) **Mr. Vasuki Belawadi**

Remarks from Special Guests
1) **Mr. Jamil Ahmed,**
   Chief Executive, JATRI
2) **S.M. Shameem Reza,**
   Associate Professor, Dhaka University
3) **Dr. Anukuran Dutta,**
   Program Officer, CoL
4) **Prof. Dr. Vinod Pavarala,**
   Hon'ble UNESCO Chair on Community Media

Certificate Given from Chief Guest

Remarks From Chief Guest
H.E Ambassador (Rtd) Mohammad Farooq
Hon'ble Chief Information Commissioner

Report: CR-CIT Field-Testing in India – 2014

The phase I of the 'Development of Community Radio Continuous Improvement Toolkit', a project commissioned to the UNESCO Chair on Community Media by the Commonwealth Educational Media Centre for Asia (CEMCA), New Delhi, saw the creation of the Community Radio Continuous Improvement Toolkit (CR-CIT) Version 1.0. The CR-CIT was developed through a rigorous desk review, followed by intense discussions over two different workshops with representatives of community radio stations from across the country as well as with community radio experts engaged in advocacy, research and capacity building.

In the ongoing Phase II [October 2013 – May 2014] of this project , the initial version, thus developed, has been subjected to rigorous field-testing at four different community radio stations in the country, with the additional involvement of peers from eight other radio stations. The CR stations where the CR-CIT was field-tested included:

(v)   Radio Active (RA) in Bangalore,
(vi)   Gurgaon ki Awaaz (GKA) in Gurgaon,
(vii)   Rudi no Radio in Ahmedabad and
(viii)   Bol Hyderabad, Hyderabad

The Self-Assessment and Peer Review (SA&PR) process adopted for field-testing espoused a participatory approach which incorporated the knowledge and experiences of all stakeholders within the CR station and also of the representatives from peer stations.

The SA&PR exercise included the following: (a) the station manager and staff; (b) regular volunteers (c) a CR Management Committee (CRMC) member; and (d) representative of the parent organisation and (e) one representative each from two peer CR stations. The self-assessing stations were encouraged to pursue a do- it-yourself process that helped them to recognize their strengths and identify gaps in their practices through a co-learning approach, leading to continuous improvement. This helped to put to test the effectiveness of CR-CIT as a toolkit for self-assessment.

The Chair team facilitated the process and elicited suggestions about the suitability of the indicators and options within each parameter. Two peers were invited to participation in each self-assessment exercise. They assisted the station to carry out a productive self-assessment and share their experiences with the self-assessing station. The notes and feedback gathered during the field-testing in each of the four stations is presented in the following sections.

Radio Active – CR-CIT Field-Testing – Feb 2-3, 2014

The two-day field-testing of the CR-CIT was conducted at Radio Active 90.4 MHz, a campus-run community radio station of the Jain Group of Institutions, Bengaluru. Prof. Vinod Pavarala, UNESCO Chair on Community Media, Vasuki Belavadi, Faculty Fellow and Preeti Raghunath, Research Assistant with the Chair participated in the field-testing. Dr. Ankuran Dutta of CEMCA and Mr. Ashish Sen were observers of the process, over the two days (2.02.2014 and 3.02.2014).

Day One started off with an introductory session, where Prof. Vinod Pavarala, UNESCO Chair on Community Media spoke to the group of CR practitioners at the CRS about the Toolkit. He outlined the philosophies of co-learning and continuous improvement, as being key to the use of the Toolkit. The group was also taken through the process of the development of the Toolkit. Vasuki Belavadi, Faculty Fellow, UNESCO Chair on Community Media spoke along the same lines, in Kannada. The nine parameters that the Toolkit details, were explained, as also was the role of the peer stations. Representatives from Radio Universal and Radio Siddharth joined the field-testing as peer stations.

METHODOLOGY:

The Methodology adopted was Self Assessment and Peer Review process where each parameter was discussed by both the participants and the peers.

1. Each parameter was taken up, question by question. The station staff facilitated the interaction by translating questions to Kannada.

2. The opinion of the entire group, comprising the station staff, representatives from the management committee and the community, was taken in answering every question.

3. Upon completion of each parameter, the two peer stations, **Radio Universal and Radio Siddharth** presented their comments on **Radio Active's** responses to all the questions pertinent to the parameter discussed. They appraised the responses, and also shared their own experiences with respect to the issues that were discussed. This led to a healthy exchange of ideas, while also helping each station reflect on their strengths and areas for improvement.

Each of the nine parameters followed the above drawn out methodology. Day One saw the group completing the first five parameters of the Toolkit. The remaining four parameters were completed on Day Two, followed by a discussion on the usability and usefulness of the Toolkit.

CHANGES TO BE INCORPORATED

1. Content Generation and Programming

1.1 There was a question about the timeframe one needs to take into account, especially when the programme is on air only for a couple of months before the self-assessment. However, it was clarified by the team that this is about participation of the community in programme planning, and not so much per programme participation. The term 'talent' needed to be clarified.

1.2 For each programme, the station has a programming committee, even at the planning stage.

1.4 There were doubts as to whether the percentage of each group should sum up to 100%, which was clarified during the discussion.

1.6 The definition of 'expert' was explained, according to the local context. One person raised a doubt if those who are from the community, but also work with the government in advocacy etc., are community experts or other experts.

1.7 Suggestion were made to change the option 'folk music' to 'folk performance/art' and also to capture other options like 'harikatha'

1.8 Participants suggested the addition of 'conducts workshop on an ongoing basis' as an option

2. Policies and Guidelines

This parameter had discussions on 'code of conduct' and the use of different terminology in the station.

3. Volunteers

Some changes in terminologies along with addition of new options were suggested during the discussion.

3.4. Add 'certificate' to the list of options.

3.6. Participants saw 'neighboring villages' as rural-biased and suggested to replace it by 'neighbourhoods'.

5. On-Air Standards of Broadcasting

5.2. Suggestion was made to include both 'staff and volunteers'

6. Governance

6.6. Add option: Selected from other organisations working in the sector

6. 7. Add option: 'any other'

FEEDBACK

1. Dr. Ankuran Dutta – Suggested the need for questions on the percentage of entertainment, educational and information programmes.
2. Pinki Chandran, Director, Radio Active said that it is often difficult to define these kinds of programmes as water-tight compartments.
3. Priyanka, RJ – Found it very useful to reflect on management, programming and finances. After this, I feel our station Code of Conduct needs to be segregated.
4. Vijaya, Staff - Some questions are repetitive and some need to be simplified for ease of understanding. The process has been helpful in understanding our responsibilities and has helped us review ourselves.
5. Madhu, Staff – It has helped us focus on all the small aspects of our functioning at a micro-level.
6. Padma Priya, Staff - Especially helped us understand our situation with respect to advertisements. We need to work on how CRs can be made sustainable and how can they use advertising for that.
7. Lavanya, Volunteer – The computation of percentages every year helps us set our goals.
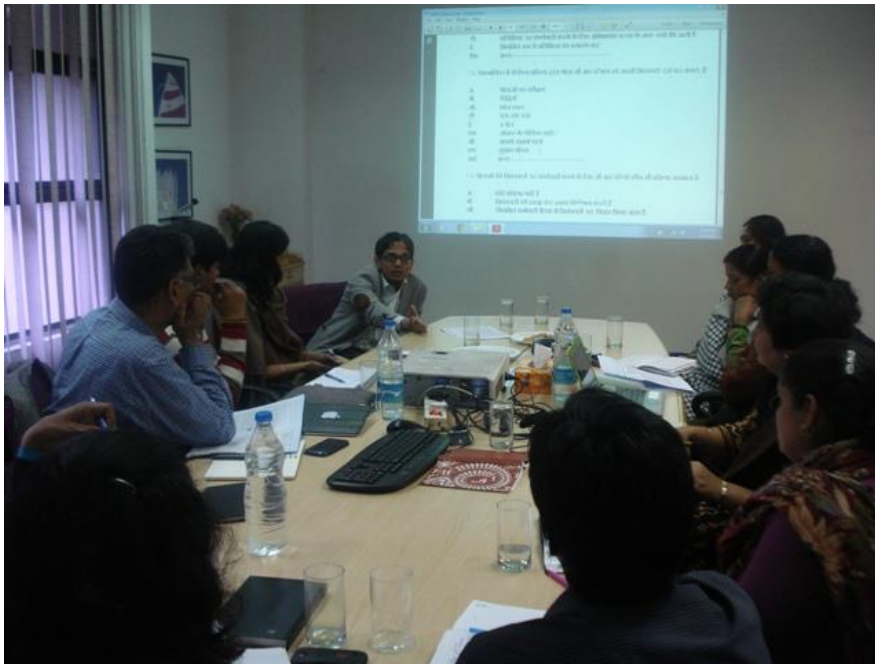8. Vimala, Staff - I've learnt a lot about how small things are also important.

LIST OF PARTICIPANTS

Facilitators/Observers	Team Radio Active (Staff/Management Committee member)	Volunteers/Programme Committee member	Peer reviewers
Prof. Vinod Pavarala	Beula Anthony (Staff - Administration)	Lavanya (Volunteer – Persons with disabilities)	Bharat (Radio Siddharth)
Mr. Vasuki Belavadi	Jaydev (Staff – Persons with disabilities)	Manjula (Volunteer – Geographic Area)	Chitra (Radio Universal)
Ms. Preeti Raghunath	Padma Priya (Staff – Senior Programme Cordinator)	Sujata (Volunteer – Waste Picker Mobilisation)	
Mr. Ashish Sen	Vijaya (Staff – Senior Programme Cordinator)		
Dr. Ankuran Dutta	Priyanka (Staff – RJ Sexual Minorities Community)	Mangala (Volunteer/Programme Committee Member – Domestic Workers)	

	Vimala (Staff – Geographic Area & working with PLHIV)	Shanti (Programme Committee Member)	
	Sujata (Waste Sorter and Management Committee member)	Menaka (Programme Committee Member) Akkai (Sexual Minorities Associate)	
	Madhu (Staff – Waste Management)		
	Surendra (Staff – Community Mobilisation - Sex Workers)		
	Salma (RJ – Waste Picker)		
	Siddique (RJ – Waste Picker)		
	Marwan (University Representative – Project Director)		
	Vandana (Staff – Project Manager)		
	Pinky Chandran (Staff - Director)		

Gurgaon Ki Awaaz – CR-CIT Field-testing – Feb 27-28, 2014

The field-testing of the Community Radio Continuous Improvement Toolkit (CR-CIT) was conducted at Gurgaon Ki Awaaz (GKA), on February 27 and 28, 2013. The representatives from Radio Mewat and Alfaz-e-Mewat were the Peer reviewers. Over the two days the teams from GKA and the UNESCO Chair on Community Media and representatives of Radio Mewat and Alfaz-e-Mewat engaged with the various questions across the nine parameters of the Toolkit.

The two-day field-testing started off with a round of introductions, following which Dr. Kanchan K Malik, Faculty Fellow, UNESCO Chair on Community Media made a presentation on the structure and philosophy behind the CR-CIT. Drawing on the ideas of 'continuous improvement', 'self-assessment' and 'co-learning', the CR-CIT is "not to measure and prove, but to understand and improve", she said. She also outlined the methodology of Self Evaluation and Peer Review process to the participating station and the Peer reviewers present.

Changes to be made in the CR-CIT:

'Nirantar Unnati' and 'Sah-shiksha' were the Hindi words that were suggested to be used for 'continuous improvement' and 'co-learning', respectively.

Content Generation and Programming:

This parameter needed work on translation as some words were not easily understandable. There needs to be a clarification for base number for each of the questions under this parameter.

It was suggested to read descriptions provided in user guide before evaluation and this needs to be set as a rule. The Hindi translation of options for the question 1.4 needed to be reviewed.

1.7 – Under this question, options like magazine, feature and radio report were suggested to be added under 'other options.

1.9– The order of the options provided under this question need to be reviewed as the options move towards the ideal. Options – 'conducts workshops when necessary' and 'twice a year'…the former could be more than twice and we need to re-visit the order of the options. Could add the option, 'more than 2 in a year' to the list.

Peers' Comments:

1.1. For this question the peer reviewers from Radio Mewat suggested the practices they have for gaining more participation in post production. Radio Mewat provides training for youngsters (students) in editing and voice-over. Discussion followed on how Radio Mewat mobilized its volunteers through CLP and training, half day each. They provided free training for computer and internet usage to 13 girls and provided inputs for programmes.

There was a discussion on how one has to manage with the existing infrastructure in training a big bunch of people? For the above question, Alfaz-e-Mewat suggested Radio School to teach students on the radio, then GKA can bring in more kids and involve them. There was a discussion on Alfaz-e-Mewat's methods of inducing participation of women and minorities – SHGs, kids from schools and colleges, CLP. AeM suggested GKA to have something for those above 50 years of age. Goal posts where identified for each parameter immediately after the discussion.

Policies and Guidelines:

2.3 – 'No written policy' was suggested as an option to be added

2.5, 2.6 – Term 'elderly' was suggested to the list of options

2.7 – Before 'any other', add 'refusing any advertisement that the station decides is harmful for its community'. eg. Pepsi/is against the principles of the CR station

Peers' Comments:

The difference between the organisation's vision and mission and that of the Community Radio were discussed.

3. Volunteers

3.3. Add 'Interpersonal contact', to the list of options

3.5 – Any other – add 'certificates'

Discussion under this parameter ensued on the typology of volunteers and the idea of voluntarism.

Peers' Comments:

Peers had discussions on the difficulties in mobilizing the volunteers for participation.

4. Technology

4.1 – The term 'only' received objections across the options and participants suggested removing the term only.

4.2 – Any other, please specify is to be added.

4.3 - Options – 'when necessary' and 'twice a year'…the former could be more than twice. Hence there is a need to re-visit the order of the options since the options move towards the ideal.

Could add the option, 'more than 2 in a year'

4.5 – routine maintenance – replace 'community members' with 'staff' as an option

5 – On Air Standards

5.3 – This question had problems with the translation: 'random' does not translate as 'niyamit'. Similarly, avoid use of word 'chetavani' – use 'samjhana' instead.

6. Governance

Difference between Management Committee and Advisory Committee needs to be looked at.

7. Feedback and Grievances

Dr. Sanjaya Mishra of CEMCA joined the team. He interacted with the members of GKA, and explained the objectives of CEMCA in being involved with the CR-CIT and the CR sector.

7.1 -- Add option, 'on air feedback'. This is different from phone-calls, which could be offline too.

Alphabetical numbering was used in the Hindi translation, so it was suggested to use Hindi instead. When English words are used in Hindi, put the English words in brackets.

7.4 – option 'c' – needs to read as 'decisions made by station manager to redress grievances'

8 – Content Generation and Networking

Questions 8.4 and 8.5 were confused in translation, hence need to be re-visited.

Copyright vs. Broadcast Release

8.6 - Networking with the government. It was felt that this is also an important part of the functioning of a CR station, to push for people's interests with the government and also to promote civic engagement. At the same time ensure that too much engagement with the government doesn't affect the station's independence. There is a need to decide if this should be a separate question. There was a debate on the idea of a 'network' and how it is different from 'stakeholders'.

9 - Revenue Generation and Financial Accountability

9.3 --- Participants felt that the options have a rural bias and are more relevant in rural areas, and there is a need to include options which are more suited to the urban context

9.3 – There was a suggestion to add option, 'no supplementary sources of income'

FEEDBACK

Sharmilaji – "It was a good learning experience. I understood how important our radio is, for the community. It also helped raise and answer few questions…about money and advertising. Also found out that our station should have policies in the written form, and we could do something about that. The toolkit is a useful thing to be done once a year. We could also work on programming for the disabled."

Sowmya Jha – "The component of documentation is missing. We could document programmes done over a year. The toolkit should also include a question on 'documentation' of the activities of the station – how is documentation done, etc. Success stories and case studies should also find some place in the toolkit – ask if the station documents success stories. The toolkit is very useful and it is a goalpost for us – to use the toolkit every year. The methodology of having peer reviewers over, was also very useful which helped us learnt a lot." Suggestion --- A third person needed to just help us do the entire process, to keep us on track and ensure it is done in a smooth manner.

Sohrab Khan, Alfaz-e-Mewat – "Got lots of insight into how we could do our own self-assessment."

Ajendra Rajpoot, Radio Mewat – "It was a good experience. Gained experience of doing our own assessment. Have learnt a lot from GKA's practices. Also helped me reflect on our own practices, due to the presence of peers. Helped me set goals for my own station, in the process. The toolkit should also have some component that brings to light the station's establishment, vision, mission, etc."

Doliram – "We kept working in a routine. This process helped us pause and reflect on our work. Some of our good practices should also be documented, as part of the toolkit."

Vandana – "I was scared initially, since we thought we will be judged. Then, we got to know that even the toolkit is being reviewed. It helped us look back on a lot of things. The toolkit should also include something on understanding our own team inside the station – team building, etc., We also need to have a suggestion box inside the organisation."

Additionally, it was suggested that, before the initiation of the toolkit, the vision and mission of the station could be reflected upon. This would be a useful exercise, whenever the exercise is done, annually or periodically.

LIST OF PARTICIPANTS

Facilitators	Team GKA	Volunteers	Peer reviewers
Prof. Vinod Pavarala	Arti Jaiman	Rita, housewife, Mullaheda	Ajendra Singh Rajpoot of Radio Mewat
Dr. Kanchan K. Malik	Soumya Jha	Priya P.	Sohrab Khan Alfaz E Mewat
Preeti Raghunath	Sharmila	Punjab Singh - listener	
Dr. Sanjaya Mishra	Vandna Bachhety		
	Doliram Thakur		

Bol Hyderabad – CR-CIT Field-Testing – March 7 and 8, 2014

The field-testing of the Community Radio Continuous Improvement Toolkit (CR-CIT) was conducted at Bol Hyderabad 90.4 fm, on March 7 and 8 2014. The representatives from Deccan Radio and KMIT (Keshav Memorial Institute of Technology) were the peer reviewers for the field testing. Over the two days the teams from Bol Hyderabad and the UNESCO Chair on Community Media and representatives of Deccan Radio and KMIT engaged with the various questions across the nine parameters of the Toolkit.

The two-day field-testing started off with a round of introductions, following which Prof. Vinod Pavarala, from UNESCO Chair on Community Media, introduced the toolkit and made a presentation on the structure and philosophy behind the CR-CIT. The concept of continuous improvement was explained by Prof. Vinod Pavarala, as a journey which has no end and the station is allowed to make additional changes to the toolkit based on its needs.

Day 1: 7.03.2014

On first of the field-testing, 5 of the 9 parameters were discussed by the station staff and peers with the help of the facilitators.

1. Content generation and programming

Bol Hyderabad staff was ready with the percentages necessary to answer the questions. But facilitators Prof. Vinod Pavarala and Mr. Vasuki Belavadi had to intervene to help them understand the intention behind having such a parameter and also asked them to define their community, whether it is just campus community or does it include people from outside also.

The station staff set goalposts at the end of this parameter and discussed how they can improve their listener base and involve more people from the community.

Peer Comments:

Mr. Faheem Ansari suggested Bol Hyderabad to make content to suit the needs of the larger community, so that there would be programmes for everybody, this would help in gradually increasing the listener base. He also offered to share relevant content with Bol Hyderabad. Peer from KMIT Tarang, Mr. Abhishek suggested to divide the work between RJs, programme producers and station staff and have a set road map for programming.

2. Policies and Guidelines:

The importance of having written policies and guidelines was discussed under this section and having a policy apart from following the policy of the parent organization was also emphasised. The participants also discussed the problems they face with signal and reach.

Peer Comments:

Peers from both KMIT and Deccan Radio had problems with reach and signal. They suggested Bol to have a written policy in place and orient the volunteers and the community to the policy.

3. Volunteers:

This session brought out interesting differences among the duties carried out by the volunteers from campus community radio stations and non-campus ones. The goal posts were set at the end of the discussion.

Peer Comments:

Mr. Faheem suggested Bol Hyderabad to have volunteers not only from UoH campus but from outside also to decrease the over-reliance on students. He said this would also bring a variety in programming.

Abhishek from KMIT felt that their station should increase their volunteer base as it is largely run by the station staff.

4. Technology: Access and Management:

Mr. Vasuki Belavadi introduced the background of this parameter and Prof. Vinod Pavarala said that the purpose of CR is to demystify technology and make it more accessible.

Suggested changes:

4.4. Correct option "a". Change parent NGO to parent organization (as there are campus radio stations that are not run by NGOs).

4.4. "Please tick all the options applicable" was suggested to be added as more than one option can be relevant depending on the context.

4.5. Add "routine technical maintenance" in the question.

Add "staff only" in the options.

 "Community members and staff" was suggested as an option to be added.

Add staff and/ community members, at places where there is only community members, as staff also are a part of community.

Peer comments:

Both the peers from KMIT and Deccan Radio suggested making charts and having display images on "how to use and handle the equipment". They also suggested insuring the equipment.

5. On-Air standards of Broadcast

The discussions under this parameter brought in the importance of having written code of conduct and having a set of rules for broadcast apart from the guidelines of the parent organization.

Peer Comments:

The peers commented on broadcast of religious content and said that the station should not promote one religion but should promote scientific temper.

Day 2: 8.3.2014

The second day saw the discussions of the last four parameters. Prof. Vinod Pavarala, Mr. Vasuki Belavadi, Dr. Usha Raman and Dr. Kanchan K. Malik were present for the discussions.

6. Governance:

Mr. Vasuki Belavadi explained the participants the description of the parameter and the inclusive nature of CR. Facilitators suggested distinguishing between CRMC and Advisory council.

Suggested changes:

6.9. "website" was suggested as an option to be included.

Peer Comments:

Mr. Abhishek from KMIT felt that toolkit might be expecting too much from a campus community radio station, as it has a limited audience.

Mr. Faheem suggested having students and other community members in CRMC. And also have regular meetings of CRMC.

7. Feedback and Grievances:

Difference between Feedback and Grievances was explained by Mr. Vasuki Belavadi from the description of the toolkit.

Suggested changes:

7.1. Peer from KMIT felt "letters" might not be a relevant option.

Peer comments:

Mr. Faheem suggested having more socially relevant programmes and also regular feedback sessions. He explained an initiative taken in Deccan Radio where they had teachers help the students during the exams.

8. Content sharing and networking:

Collaborative efforts among the CR stations and networking with various CR initiatives were discussed under this discussion.

Peer Comments:

KMIT and Deccan Radio peers suggested collaboration with global CR networks and also offered to share the relevant programs with Bol Hyderabad.

9. Revenue Generation and Financial Accountability

Revenue generation has been an important concern for the testing station and also the peers.

Suggested changes:

9.3. Add "not applicable" as an option.

9.4. Add "not applicable" as an option.

9.5. Add "not applicable" as an option.

Add a question before 9.5.

Q. Does the CR station have a separate accounting mechanism apart from the parent organization?

a. Yes

b. No

9.7. Structure of the question was suggested to be changed according to the context.

Overall comments and Feedback:

Facilitators felt that the toolkit needs to strike a balance between campus CR stations and NGO run CR stations.

Mr. Abhishek, peer from KMIT Tarang, felt that toolkit would be useful in feedback mechanism but some basic mechanisms should be in place before going for self evaluation using this toolkit.

Mr. Vasu, staff from Bol Hyderabad: "The field testing gave us an opportunity to reflect on CR practices and gave a scope for improvement. We realized the importance of having realistic and

strategic goals to pass the current hurdles and attract more volunteers from the community, build their capacities and have regular feedback and grievance mechanism in place".

Mr. Naveen Sen, staff from Bol Hyderabad felt that the toolkit helped them realize the importance of having more volunteers from outside and include the communities outside the campus through more publicity.

Participants:

Facilitators	Testing station staff	Volunteers	Peer reviewers
Prof. Vinod Pavarala	Mr. Naveen Sen	Ms. Nalme Nachiyar	Mr. Abhihek, KMIT Tarang
Mr. Vasuki Belavadi	Mr. Vasu	Ms. Rebecca Vargese	Mr. Faheem Ansari, Deccan Radio
Dr. Usha Raman		Mr. Aditya Deshbandhu	
Dr. Kanchan K. Malik			

Rudi No Radio: CR-CIT Field Testing-April 4 and 5, 2014

The UNESCO Chair on Community Media organized field testing of the Community Radio Continuous Improvement Toolkit (CR-CIT) at Rudi No Saamudayik Radio station 90.4 fm, Gujarat. The two day field testing saw significant exchange of experiences between testing and the peer stations.

The representatives from Sayare Jo Radio and Radio Tilonia were the peer reviewers. Over the two days the UNESCO Chair team, the testing station and the peer reviewers had engaging discussions with the questions in the nine parameters.

The toolkit used for the field testing was in Hindi and suggestions were given by the participants to make the translated toolkit more user-friendly.

The two day field testing started with a round of introductions of the people following which Dr. Kanchan K Malik, Faculty Fellow, UNESCO Chair on Community Media made a presentation on the structure and philosophy behind the CR-CIT. She also outlined the methodology of Self Evaluation and Peer Review process to the participating station and the Peer reviewers present.

Mr. Vasuki Belavadi, Faculty Fellow, UNESCO Chair on Community helped the peers and station staff, in exchanging their ideas on co-learning and also explained the role of peers and self-evaluating station during the field testing. Dr. Kanchan. K Malik and Mr. Vasuki Belavadi were the facilitators for the two day field testing.

Day 1: 04.04.2014

On the first day, Rudi No Radio station and the peer reviewers had extensive discussions on the first two parameters and had goal posts set for the same with the help of peer reviewers and facilitators.

1. Content Generation and Programming

The station staff already did the exercise of drawing percentages that were needed to answer the questions. The participants exchanged the difficulties they face in involving the village communities around to participate in the radio programming. They said giving money or any other incentives to keep the community glued to the radio station has been difficult. Rudi No Radio explained its concept of having "Listener groups" and leaders of listener groups within the community and regular narrow-castings for better engagement.

Suggested Changes:

The Hindi translation had an error in the percentages denoted in the question 1.1. 10 to 19% needs to be changed to 10 to 29%.

1.3. Since SEWA is the NGO involved with Rudi No radio, the staff is largely women. Hence it was suggested to change the question to suit the context.

1.7 "Magazine Format" was suggested to be added as an option under question 1.7

1.9."More than two times in a year" was suggested to be added as an option under this question.

Peer Comments:

Mr. Asif of Sayare Jo Radio station suggested the testing station to set the review period of the toolkit before going for self-evaluation. He suggested them to have a technically equipped back up personnel to avoid over dependence on external agencies even for minor technical errors.

Mr. Noratmal of Radio Tilonia appreciated Rudi No for not having film songs for broadcast. He suggested having more men for better representation. He also suggested Rudi No to involve more people from the community in the activities of postproduction and get over the fear of technology.

Mr. Raju of Radio Tilonia shared his experience of dealing with the fear of technology and suggested Rudi No members to engage better with equipment and be able to solve the minor day to day problems with the station machinery.

2. Policies and Guidelines

Dr. Kanchan K Malik explained the philosophy behind having such a parameter in the toolkit and gave the background.

The parameter saw discussions on having written policy for display in the radio station and creating awareness among the people who are involved with the radio station regarding its policy and guidelines.

As the testing station is supported by SEWA and is a sister body, it was important for them to outline the guidelines and policies of Rudi No Radio along with the objectives of SEWA.

The policies of SEWA also apply to Rudi No, so decision was made to have an exclusive written policy for Rudi No in local language (Gujarati).

Suggested Changes:

2.1. Have "community" also as an option

Peer Comments:

Mr. Asif, suggested Rudi No members to have a written policy on sexual harassment and also a committee against sexual harassment, as it is the need of the hour.

Mr. Noratmal suggested policies and Guidelines of Rudi No Radio to be displayed for others also. Following the RTI, he suggested to have all the information related to the CR station for display.

Day 2: 5.04.2014

On the second day, Rudi No Radio station and the peer reviewers discussed rest of the seven parameters and suggested changes in Hindi version of the toolkit.

3. Volunteers:

Volunteers actively shared their experiences at work during the discussions under this parameter. The testing station and peers had interesting observations to share. Volunteers Ms. Jashoda and Mr. Suresh spoke about the programmes they are involved with the station and how the engagement with the station has helped them.

Suggested changes:

3.3. It was suggested to add more age specific options under this question. Rudi No Radio has active participation from children and senior citizens, so they suggested options like "children" and "above 50 years of age"

3.7. "Any others please specify" was suggested as an option.

Peer comments:

Mr. Asif, suggested the testing station to have station membership forms when they go to visit the villagers.

4. Technology access and management

The discussion under this parameter directed the participants into thinking about local technical expertise and having the station staff trained in dealing with the day to day problems with the equipment. The station staff shared their experiences and initial fears they had in handling the equipment.

Suggested changes:

4.2 It was suggested to make a distinction between options "a" and "c" in this question, as the staff learn from the job but they also learn from the peers while at job.

4.3. "more than two" was suggested as an option.

4.4. Rudi No radio suggested to add "please tick all the applicable" under this question also.

Peer Comments:

Mr. Asif suggested Rudi No to have extra CPUs for back up and depend on the parent organization for help related to issues of software. He also offered to share a video that his station made in Gujarati on "how to use the equipment".

Mr. Noratmal suggested the station to insure the equipment as there are always threats of damage or loss. For the ease with technology and to get more people involved in the activities of post production, he suggested to have simple user friendly software like Audacity in the studio.

5. On-Air Standards of Broadcasting:

The discussion under this parameter led the station members into having written guidelines for broadcast.

Suggested Changes:

5.1. Option "c" needs to be explained. Over and above the code of parent organization needs to be included in option c

5.4. Check the translation of option "c"

Peer comments:

Mr. Noratmal suggested having written guidelines outlining the code of conduct for the station.

Mr. Asif suggested having written guidelines on what can and what cannot go on air.

6. Governance:

The discussions under this parameter helped the participants in distinguishing the roles of station staff, and CRMC members. Since the station staff are also a part of CRMC, their roles get mixed.

Suggested changes:

6.3. Check the Hindi translation of the options under this question, as the Hindi translation has an extra option.

6.5. Include "children" as an option in this question

6.6. Check the Hindi translation of option e

6.7. Check the Hindi translation of option a. Add an option "Any other"

Peer comments:

Mr. Noratmal suggested having a child in the CRMC and also members from sexual minorities in the committee.

Mr. Asif suggested advertising about Rudi No in local media, if required.

7. Feedback and Grievances

This section brought in interesting ways to approach feedback and grievances and suggested to have standard mechanisms in place to address these.

Suggested changes:

7.1. Check the Hindi translation of option "h"

7.2. Check the Hindi translation in option "c", as it is not limited to thought but extends to action.

7.3. "Listenership survey" was suggested as an option

7.4. Can add "immediate action" as an option.

Peer comments:

Mr. Asif suggested having periodical village walks to know the audience better and also to make them acquainted with the station members. He also suggested having a radio booth where one can record feedback and grievance.

Mr. Raju explained the practice they follow at Tilonia, where they have forms in the radio station for grievances regarding the local administration. Now the station became a hub where people come to fill their grievances in those forms which are taken to the local authorities for action.

8. Content sharing and Networking

This parameter saw interesting exchange of ideas on content generated in the stations and the possible content that can be shared and also the issue of informed consent. There were also discussions on necessity of the radio stations to stay connected with the larger CR networks.

Suggested changes:

8.6. Can also add child rights as an option.

Peer comments:

Mr. Noratmal suggested having informed consent from the artistes who perform for the CR station. He also suggested Rudi No to get involved with labour rights.

9. Revenue generation and financial accountability

The percentages for this section were calculated in advance by the participants but they needed to be corrected and how the percentages were to be drawn were explained by the facilitators. Not having advertising at the radio station was a limitation for Rudi No.

Suggested changes:

9.3. Add "no supplementary sources" as an option

Peer comments:

Mr. Asif and Mr. Noratmal suggested the station to have alternate sources of income and have advertising of local businesses.

Overall comments and feedback

The session ended with feedback and comments from all the participants about CR-CIT and the field-testing process.

Ms. Parul: "We took time to get acquainted with the toolkit but over the two days it has helped us in self assessment and made us realize the importance of having a written policy."

Ms. Ranjan: She suggested having the toolkit in Gujarati, so as to make the process of self assessment easier.

Rutwi Mehta: She also felt that having the toolkit in Gujarati would be more helpful. She said the process had helped them in reviewing their year's work and have future goals set.

Ms. Varsha: "My definition of an expert has expanded after this workshop, an expert for me is not just somebody who is educated anymore. Experts are also local experts with knowledge about the local lives and syatems"

Ms. Shanta: "Having regular review sessions of our work is difficult amidst our busy schedules, but his exercise has given me a chance to reflect and review. Learning from the peers has been helpful and the process helps us work with our own deficiencies."

Ms. Gita: Having more representation of men and having a child in CRMC are the take aways for me, says Gita.

Ms. Suneeti Sharma: She found the formatting of the toolkit complicated and suggested having the questions and the related description together. She hoped to review the toolkit with the help of their research team and contextualize it.

Ms. Balu: "We run the radio station by ourselves but depend on external technical expertise for problem, the toolkit made us think about the need for the staff to be acquainted with managing the equipment. Workshop did not just review our technology but our work and experience also. We will need to have video instructions on handling our equipment"

Ms. Anita felt that it would be better for the radio station to have this exercise regularly.

Ms. Veena felt that they should get over their fear of technology and have training workshops

Mr. Asif, Peer reviewer from Sayare Jo radio said that the toolkit gets everybody together by providing a platform for discussion and help set goalposts for future.

Mr. Raju, Peer reviewer from Radio Tilonia said that he learnt a lot from Rudi No radio and gave him new perspectives about his radio station.

Mr. Noratmal, Peer reviewer from Radio Tilonia was happy seeing the toolkit for the first time in Hindi. He suggested GOPA renewal to be included in the toolkit and suggested having better transparency through social audits of CR stations.

List of Participants:

Facilitators	Testing station staff	Volunteers	Peer reviewers
Dr. Kanchan K. Malik	Ms. Shanta Kosht	Jashoda ben	Mr. Rayama Asif, Programme Co-ordinator, Sayare Jo Radio
Mr. Vasuki Belavadi	Ms. Gita Naila	Mr. Suresh	Mr. Noratmal, Coordinator, Tilonia Radio
Ms. Himabindu Chintakunta	Veena ben		Mr. Rajendar, RJ, Tilonia Radio
	Ms. Anita Patel		
	Ms. Rutwi Mehta		
	Ms. Ranjan		
	Ms. Suneeti		
	Ms. Parul Rawat		
	Varsha ben		
	Balu ben		