

## **CAPACITY BUILDING FOR WOMEN BROADCASTERS: MASTER TRAINING 1- NORTH INDIA**



17th-20 November, 2013

North Zone, New Delhi, India

As an extension of the Women Broadcasters' workshop conducted by CEMCA in March 2013, Maraa- a Media and Arts Collective based in Bangalore conducted a 4-day residential workshop with North Zone CR partners on developing a 'Participatory Program Series' using the Community Learning Programme model.

Capacity Building for Women Broadcasters: Master Training 1- North India

**NORTH ZONE, NEW DELHI, INDIA**

PARTICIPANTS

1. Kumaon Vani – Mohan Bhai and Ritu
2. Wakt Ki Awaaz – Radha Shukla and Neetu
3. Heval Vaani – Rajinder Negi and Sheetal
4. Alfaz-e-Mewat – Arti, Varsha and Mamta
5. Radio Mewat, Haryana – Ajeyndra and Nisha
6. Radio Dhadkan, Madhya Pradesh – Baby and Ramshri Bai
7. City Montessori School, Lucknow, Uttar Pradesh – Shoma and Nandini
8. Voice of Azamgarh, Uttar Pradesh – Seema and Rahat
9. Gurgaon Ki Awaaz – Arti Jaiman, Soumya Jha, Vandana

FACILITATORS

Ekta Mittal  
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RAPPORTEURS

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## BACKGROUND

While the Community Radio movement in India is fairly young the achievements and accolades it has won both within the communities it works with (or for) and the larger nation is remarkable. The low-cost medium is believed to rupture the structural barriers and help those on the periphery access platforms that provide space for participation and discussion. However, this idea of participation and access still sounds utopian as despite noble intents and meticulous engagement of the CR practitioners the prevailing structural barriers are hard to alter. Despite 'participation' being the buzzword the real essence of participation is yet to be tapped for the sector to grow in an organic manner. Maraa, an arts and Media Collective working with the community media partners realizes that the two broad areas where the idea of 'participation' goes amiss is the participation of women broadcasters and participation of community members in the editorial processes (program production) of the CR station. With the objective of addressing these with support from CEMCA, a 4day residential capacity building workshop was organized by Maraa, in Delhi to introduce Women Broadcasters to the Community Learning Program.

## WORKSHOP OBJECTIVES

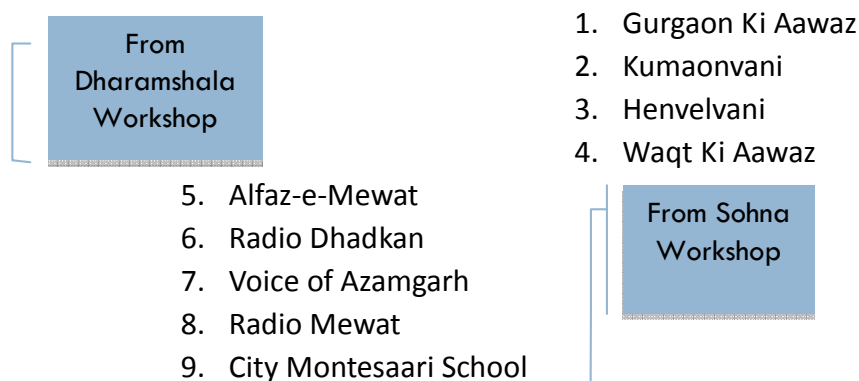
The four-day capacity building workshop for women broadcasters from 9 community radio stations provided an opportunity for attaining conceptual clarity on Community Learning Program (CLP) model developed by Commonwealth of Learning through collaboration with various global partners. The broad objectives of the workshop were

- a) Provide conceptual and practical understanding of CLP
- b) Motivate stations to adopt this as a tool for their regular programming
- c) Help stations develop a plan for the cascade workshop
- d) Help develop program plan and further plan of action to initiate CLP based program in their respective stations
- e) Help women broadcasters develop network for sharing experiences, information and ideas on CLP

## WORKSHOP SUMMARY

## Participant Profile

Total of 9 CR stations participated in the residential workshop. Five CR stations had previously attended the Distance Learning Partner's Workshop, conducted by Maraa in Dharamshala. While other four stations had been introduced to the CLP model during the Community Women Broadcaster Master Training Workshop organized by CEMCA in Sohna, Haryana.



Details of the participants along with organisational details have been annexed below. (Check annexure 1)

## Training plan

The training plan was designed based on experiences of the pilot phase conducted by Maraa in collaboration with Gurgaon Ki Awaz, a Delhi-NCR based CR station. Though a detailed training agenda is annexed (annexure2) here is a brief summary of topics discussed during the training.

- a. Introduction to the concept of the Community Learning Program
- b. Introduction to Formative Research and various tools of CLP based programming – Program Plan, Message Matrix, storytelling etc.
- c. Working with Multiple stakeholders- Why and how to bring multiple stakeholders together?
- d. Managing financial resource management.
- e. Cascade workshop design.

## Day 1 – In brief

The day began with brief introduction of participants followed by orientation for the workshop. This was followed by an interactive session on ‘Understanding CLP’ whereby participants were introduced to the concept of CLP and how it was different from regular programming technique followed by CR stations. Some of the discussions revolved around the following topics:

- Participation is not merely providing ‘voice based’ representation but also involves engagement in decision making
- Role of CR as a discursive space and breaking away from gatekeeping structure
- Experience sharing as a tool to catalyse conversation

This was followed by an experience sharing session where Waqt Ki Awaz, a radio station based in Kanpur who has been previously acquainted with the concept of Formative Research shared their experiences of conducting the same. Waqt Ki Awaz has chosen to produce a CLP series on ‘Lack of Access to Safe Toilets’ where by they are trying to generate a gender sensitive discourse around need for toilets in villages. Neetu Singh shared how during their initial stage of formative research more than 12 issues concerning the health of the community surfaced up, these included issues of alcoholism, old age health issues, access to toilets etc. Based on popular concern and regular discussions with the community members and other stakeholders the station focused on ‘Access to toilets’ as the key issue for the CLP series.

**You are learning from the community at every step and sharing it back with them, we realize that this process is very important – Neetu Singh, Waqt Ki Awaz**

Neetu shares, “We initially we thought it (CLP) was very difficult and we actually found it very boring because there was too much research and back and forth involved. But once we got into the process and designed our message matrix we were able to crack the root cause of the problem and then verified them through FGDs. That just triggered our enthusiasm and gave us the energy to get going! You are learning from the community at every step and sharing it back with them, we realize that this process is very important”.

However, she shares that there are certain challenges that they hope the current workshop would help overcome. Some of these were:

- a) Strategies to get multiple stakeholders on board
- b) Making the CLP process more time efficient if not less time consuming

Apart from this, Alfaz-e-Mewat, a CR based in Mewat, Haryana also shared their experiences with CLP series, which focuses on health related issues due to open defecation. Sharing their experiences

they emphasised on the need for the CR stations to never presume the issues of the community members and be a good listener.

**CLP is very different from our normal program production process. Initially it seems to be, tough but once you start doing it, it is a very engaging process – ArtiManchanda, Alfaz-e-Mewat**

Briefing the participants about Alfaz-e-Mewat's experiences Arti said, "Why CLP different is because it is based on behavior change. The objectives that we want to achieve should be clearly outlined and we need to build on what we want to achieve, objectives should be clearly outlined. And we need to be flexible with these. Even if a discussion is initiated through this program that itself should be seen as a welcoming behavioral change". She also shared that their next step would be to meet more stakeholders complete their formative research and brainstorm on the messaging, as their issue would see an interesting intersection between behavioral change, governance mechanism and infrastructure provision.



Arti Manchanda from Alfaz-e-Mewat sharing their experience with CLP.

The post lunch session was dedicated to discussion on Program Plan design, which was shared by Henvelvani, CR station based in Chamba, Uttarakhand. They emphasised on the need to conduct in-depth interviews with different stakeholders, adopt mixed media approach to build a social discursive space, which is beyond the peripheries of radio. Elucidating how an community researcher has a vantage point over an external researcher, Sheetal Bisht remarked, "In my observation people do not share their real self with external researchers as they see them as agents of change and always expect researchers asking question to help bring in some resource related relief (monetary benefits, occupation opportunities etc.) The benefit with an internal researcher (community based researcher) is that people do not exaggerate their concerns, as they are familiar with the person. Also there



Sheetal Bisht from Henvel Vani sharing their CLP experience.



is much less inhibition to talk to about serious issues with someone known as opposed to stranger on a winged visit.” She further explained how as per their program plan they are trying to approach various funders for help. However, the state departments reluctance to initiate funding under various government schemes is something that they need to constantly battle with.

This was followed by a group work on program planning where each station designed or fine-tuned their program plans. Some of the program plans have been annexed below. (Check Annexure3) The day ended with each radio station providing sharing their program plan informally.

### Day 2– In brief

The day began with participants sharing their program plans. While the participants shared their plans, concerns were voices on getting all stakeholders at one table. Few stations like WaqtkiAwaaz shared hurdles that they faced and despite various attempts have not been able organize a stakeholders meeting. Participants explained that the model provides guidelines however these are not watertight compartments and flexibility is a key element of CLP model however, this should not mean being flexible with the ethos that the model follows. Various stations like Gurgaon Ki Aawaz shared their tactics of getting stakeholders on table and highlighted the *need for CLP facilitators and mentors to provide space for such experience sharing on a regular basis*. Participants also emphasised the need for patiently explaining various stakeholders about the objectives of the program series, who is it targeted at and why? The discussions also laid emphasis on the need to have a clear role division of each stakeholder, which has been commissioned publicly.



**Mock Focus Group Discussion**

This was also followed by a role-play on conducting Focused Group Discussions (FGD). While a group of participants were playing the roles of the researcher and community the others were noting the shortcoming with a hawk’s eye. Post role-play there was a discussion on ethical practices of conducting FGD and everyone agreed on certain principles that need to be followed while conducting FGD.

Following this Ritu from Kumaonvani shared the outcomes of their formative research. Kumaonvani is based in Mukhteshwar, a remote hill station in Uttarakhand. The station chose to do a CLP series on



**Participant explaining their work.**

excessive work pressure on women in the region. As a part of their formative research they have so far conducted FGDs with both women and men. They however suggested that they had to read between lines to understand the real issue as women would not directly associate extreme work pressure to ill health. The station had to draw co-relation between what the women in the community were identifying as issues and what they were hinting at as possible causes e.g. many women would say that they were skipping meals due to work.

This was followed by a formal session on Formative Research where participants initially identified concerns with the mock FGDs conducted and later were introduced to the idea of what formative research entails and ethos that need to be followed while conducting the same. Special emphasis was laid on the ideas of being flexible, need for relationship building, developing an understanding of the local vocabulary and avoid leading questions. Participants were also introduced to the idea of secondary research and explained it's importance while conducting FGD and program design and production.

This was followed by a session on designing Message Matrix where participants were introduced to the elements of message matrix, the importance of message matrix and how it can be used for message designing. This was followed by a detailed explanation of the positive and the negative behavior and the need for community's participation for finalising the message matrix was established. Post this each station had a brainstorming session where they tried designing their own message matrix. The facilitators monitored and discussed the message matrix design with each station individually.

Some participants initially confused positive behavior as an opposite of negative behavior. However, during the designing exercise they understood that positive need not be opposite of the negative behaviour but maybe a minor shift in Knowledge, Attitude or Practice. The day ended with participants working on their message matrix.

### Day 3 – In brief

Participants fine tuned their message matrix and presented it for everyone to provide feedback. Following are the details of the topics and key messages each station has offered to produce as CLP series.

1. Waqtkiaawaz- will be working on the issue of **lack of access to toilets**. Some of the key practices they seek to address through their program are men not realizing the need for toilets because of lack of dialogue between men and women. They aspire to initiate a discourse on this issue amongst women and gradually create awareness and help women overcome the fear of expressing themselves.
2. Henvalvani has chosen to work on **preparation for safe pregnancy**. They have identified unplanned pregnancy, lack of economic planning as some of the key issues. Their program will make an attempt to generate awareness around need for planning before pregnancy through story telling.



3. Radio Mewat- will be working on the issue of **immunization for children**. They identify current belief systems like vaccination causes impotency etc. as biggest hurdles. Also in their community there have been reports of violent attacks against midwives who are the agents of public service delivery. The program series would try to address these issues and break the myths associated with vaccination.

4. Radio Dhadkhan- The focus of their series is to address the issues of **malnutrition in 0-5 age group children**. Through their program they intend to initiate an attitude shift towards current practices of irregular mealtime, lack of family planning etc. They also propose to blend traditional knowledge and scientific knowledge to find home based remedies to prevent malnutrition.



CLP training session in progress

5. Alfaz-e-Mewat's series will focus on **health related issues due to open defecation**. Apart from general awareness around health related issues triggered by this practice, the program would make an attempt to generate a dialogue within the community focusing on the gender sensitive architecture of toilets.
6. CMS Radio has chosen to do a CLP series on **adolescent girls being unsafe in their home** where they will be addressing the issues of direct and structural violence through their show.

7. Voice of Azamgarh has chosen to make a series on **menstrual cycle (MC) related issues**. The show will try to change the current belief systems and break the current myths around MC. Some of these issues being addressed are women think themselves to be unhygienic and impure during cycles. The series will help establish the importance of this phenomenon and also explain how it prevents various diseases. The idea would be to create an



Participants working on their message matrix

acceptance about this issue as nothing to be scared of and attach values to.

8. Gurgaon Ki Aawaz will enter phase 2 of their CLP series. They will continue with the topic of **vaginal discharge in women**. The second phase will try and address secondary factors that cause increased discharge e.g. practices like not eating properly due to cultural practice of eating post husband and children eat.
  
9. Kumaonvani- chose to do programming on the negative impact of **excessive work pressure on women**. They will try and generate a discourse around work division between men and women, gender based power dynamics and need to re-introduce traditional ways of living like 'Palta' system which can be roughly understood as labour based barter system.

The CLP process is excruciating at the planning level but at production level it becomes really easy. - **ArtiJaiman, Gurgaon Ki Awaaz**

This was followed by a discussion on key points for designing message matrix. Some of the discussions focused around the need for broadening the issue and go beyond sub-issues to address the larger objective. The need to understand the reason behind such behaviour and plan the learning based on that.

This was followed by a session on programming values where the stations discussed the values to be adopted for CLP programming. Some values discussed have been enlisted below:

1. The program will not provide singular solutions rather encourage and support listeners/ community members to find their own solution.
2. Do not think you know and they don't know
3. Respect confidentiality of community and do no harm,
4. There is no one solution and the program will be cognizant of complexities of the context.

#### Day 4 – In brief

The last day of the workshop focused on discussing experiences and introduction to the storytelling format. Participants shared their learning from the message matrix exercise. This was followed by a discussion on cascade workshop and the participants were requested to design their own cascade workshop plans based on the station's capacity and program objectives. Participants will be submitting their final plans to Maraa post workshop<sup>1</sup>. *However, during discussions some CR stations voiced the*

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<sup>1</sup> Deadlines mentioned below

need to acquaint the people in command in various NGOs to the CLP process. They assert that this would help ensure adoption of CLP as a regular practice in CR.

Dr. Sanjaya Mishra, Director CEMCA had a brief conversation with the participants where he re-emphasised on the idea of **capacity sharing over training/ capacity building as the key to ensuring success of CLP.**

In the second session of the day participants shared the changes they want in their stations anonymously. Some of these changes reflected on the need for shift in CR structure. These have been discussed in detail later in the report. The value of using cultural tools while designing message was re-asserted by the facilitators. A discussion on how story telling can be used as a tool for messaging was shared with the participants. The workshop ended with participants sharing their feedback.

**CLP is like giving back some responsibility to the community and ensuring true participation in program. This is like giving back the ownership to the community. – RajinderNegi, Henvelvani.**

#### TENTATIVE DEADLINES FOR ALL STATIONS

Work Plan to be shared during workshop only Voice of Azamgarh, Kumaonvani, Henvelvani, WaqtKiAawaz, Gurgaon Ki Aawaz and Radio Mewat shared their workplan. Rest to mail their work plans.

Task	Deadline
Message Matrix	December 10
Feedback by Maraa	December 20
Verify the matrix with minimum 3 groups + 2 expert groups (1 expert+ 1 collaborator)	February
Contracts to be sent by Maraa to partner CRS	End of November

*VOICE OF AZAMGARH – WORKPLAN*

Task	Deadline
Formative reasearch	10 <sup>th</sup> Feb
Message Matrix (With Team)	10 <sup>th</sup> December
Message MATRIX (With Community)	10 <sup>th</sup> March
Stake Holder meeting	20 <sup>th</sup> March
Episode Plan	5 <sup>th</sup> April
Program Prodcution	End April
Cascade Workshop	December and February

*RADIO MEWAT – WORKPLAN*

Task	Deadline
Formative research	30 <sup>th</sup> December
Message Matrix (With Team)	5 <sup>th</sup> January
Message MATRIX (With Community)	January end
Stake Holder meeting	30 <sup>th</sup> January
Episode Plan	5 <sup>th</sup> February
Program Production	March end
Cascade Workshop	December end

*HENVELVANI – WORKPLAN*

Task	Deadline
Formative research	1 month
Message Matrix (With Team)	20 December
Message MATRIX (With Community)	15 January
Stake Holder meeting	March end (25)
Episode Plan	April 15
Program Production	May
Cascade Workshop	Feb first week

*WAQT KI AWAAZ – WORKPLAN*

Task	Deadline
Formative research	30 December
Message Matrix (With Team)	15 December
Message MATRIX (With Community)	20 January
Stake Holder meeting	22 January
Episode Plan	18 February
Program Production	28 March
Cascade Workshop	21 Dec

*KUMAONVANI – WORKPLAN*

Task	Deadline
Formative research	28 <sup>th</sup> February
Message Matrix (With Team)	March
Message MATRIX (With Community)	20 January
Stake Holder meeting	April first week
Episode Plan	April second week
Program Production	May-June 2 <sup>nd</sup> Week
Cascade Workshop	25-26 <sup>th</sup> Feb
Launch events	After 15 January

## WORKSHOP SCHEDULE

### DAY 1 – 17<sup>TH</sup> NOVEMBER

**9:30 -10:30** - Introductions and ice breaker

**10:30 -11.30** – Recap of the Master Training 1 and Introduction to Master Training 2: Aims, objectives, desired outcomes of – Participative session - (Working Tea)

**11:30-12:30** - Orientation to Community Learning Programme

**12:30-1:30 pm** – Presentation by participating stations who have been developing a CLP – Learnings and Challenges in the process & 5 Key decisions – Wakt Ki Awaaz and Alfaz-E-Mewat

**1:00-2:30 pm** - Lunch

**2:00-3:00 pm** – Presentation of Program Plan document by one of the participating stations \_ HenvaVani

**3:00- 4:30** – Group work (working on the Program Plan document)

**4:30-5:00– Task 1: Process to Verify Program Plan – Individual station (A format will be given to participants to fill up. A copy of which will be shared with the group.)**

**5:00-5:30** - Why and How to bring multiple stakeholders to the table

**5:30-5:45** – What worked and what did not

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### DAY 2– 18<sup>TH</sup> NOVEMBER

**9:00-9:30** – Recap

**9:30-10:30** – Introduction to Formative research

**10:30-11:30** – Outcomes of Formative research – KumaonVani



**11:30-12:30** – Mock FGD and Interviews by participants

**12:30-1:00- Task 2 – Steps for Formative Research – Individual Stations**

**1:00-2:00** – Lunch

**2:00—3:00** – How to develop a message matrix

**3:00 -4:30-** Divide into groups to work on one message matrix per station based on the mind map

**4:30-5:30** - Presentation of message matrices by the stations (2 stations)

**5:30-6:00 – Task 3: How to take the message matrix exercise to the community**

**6:00-6:15 pm** – What worked, what did not

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## DAY 3– 19<sup>TH</sup> NOVEMBER

**9:00-9:30**– Recap

**9:30 – 10:30** – Listen to one episode of ChahatChowk – Gurgaon Ki Awaaz

**11:00- 12:00** – Breakdown of the episode plan

**12:00-1:00-** Group Work: Making an episode plan

**1:00-2:00** - Lunch

**2:00-3:00** – Presentation of the episode plan (Two Stations)

**3:00-4:00 – Planning for Cascade Workshop – Task Sheet 4**

**4:00-5:30-** Film Screening or Participative Storytelling Session

**5:30-6:00** – What worked, what did not?

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**DAY 4 – 20<sup>TH</sup> NOVEMBER**

**9:00-9:30** – Recap

**9:30-10:30** – Introduction to Storytelling

**10:30- 11:00** – Storytelling Approaches to Developing Community Learning Programmes – Case Studies

**11:00-12:00** – Share Learnings and challenges of cascade workshops – V of A, WKA, AEM, RD, CMS

**12:00-1:00** – Planning for Cascade workshop

**1:00-2:00** - Lunch

**2:00-3:00** – Financial Management of resources – Budgets – Task Sheet 5

**3:00-4:00** – Develop plans with timelines for road ahead to implement CLP in their respective regions (Group work) + Think through sustainability

**4:00-4:30** – Feedback of the workshop

**DISCUSSIONS THAT NEED TO BE PINNED**

Below is a list of discussions that were discussed on the sidelines of the workshop and might guide further action in the CR sector.

1. Need for capacity building of the stations in terms of enabling them to conduct self-assessment of the programs
2. Need for advocacy around filing RTI and routing money to CR through various government schemes. Many stations shared that while the state government has allocated money for CRS specifically in the annual budgets this doesn't get routed to the CR. This appears to be a potential area of advocacy where both grassroots practitioners and CR associations need to participate.
3. CR stations have stressed on the need to acquaint the decision makers at NGO levels about the CLP process.
4. Based on 'Changes one wants in their CRS' activity (details mentioned above) one can clearly identify the following issues being reflected.
  - Lack of community participation and need to have structures in place where community members become true broadcasters
  - Need for linguistic diversity
  - Need to strike gender balance in terms of representation and participation

■ Additional Notes

- Based on experiences shared by the participants it would be helpful if there could be a mechanism put in place to assess the progress of the CLP process and this self-assessment methodology should ideally be included in the capacity building training process.
- Based on cursory understanding of the workshop previously conducted by CEMCA and currently conducted by Maraa. It might be helpful to conduct the workshop on Introduction to CLP first followed by the technical capacity building of the participants and a refresher workshop.
- Based on discussions during the workshop evidently there is a need to have all the resource materials available in language that the participants are comfortable with.
- Also since lot of facilitation will happen on through Internet telephony it is important to have a session on how to operate Skype.
- Considering that CLP is a learning based process, it is also crucial to provide participants a space where they can regularly share their experiences and can learn from each other's experiences and programs. Either the current available platforms like MANCH can be utilised for this purpose or more traditional ways like Google group or blogs can be used to host such discussions.