



2013

DEVELOPING A SUSTAINABLE MODEL
FOR
KALANJIUM SAMUGA VANOLI @ 90.8 MHZ

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

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

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

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

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

Objectives

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

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

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

KALANJIUM SAMUGA VANOLI @ 90.8 MHz

Launched in August 2006, Kalanjium Samuga Vanoli @ 90.8 MHz is licensed to Dhan Foundation , Madurai. The Keelaiyur Vattara Vayalagam, a federation of Vayalagam Farmers' groups promoted by DHAN Foundation among the Tsunami affected communities owns the station. The Foundation works with the federation to set up Governance and Executive Structure for managing the Radio Station. This initiative is supported by the UNDP .The station broadcasts daily for 3 hours in the morning from 9am to 12.00 am . It produces 3 hours of fresh programme daily with no repeat broadcast.

The CRS has coverage of 18km, reaching 39 villages. Four important hamlets located around Vizhanthamavadi village such as PR Puram, Kameswaram, Pudupalli and Vettaikaraniruppu fall in the coverage area.

The CRS uses information and communication as a tool for change to enable the coastal communities to get prepared for managing disasters, strengthen their livelihoods and coping strategies and to build skills of the community to prepare and disseminate audio programmes in areas concerning their socioeconomic and cultural development.

The CRS broadcasts programmes on health and hygiene, local/traditional practices, disaster management and preparedness, restoring livelihoods, agriculture, education, socio economic issues relating to livelihood, Self Help Groups, etc.

The main source of funding is from the federation.

A pre-intervention rapid baseline assessment of the status of the CRS was conducted to understand different aspects of sustainability, specific challenges, including aspects of governance, operations, community engagement, content production, human resources, marketing and general administration.

Assessment Methodology

The baseline assessment was carried out as an in-depth evaluation using participatory approaches. The approach involved desk study and field visits. The desk study reviewed feedback reports and surveys already carried out. The field study was designed to allow staff of Kalanjium Radio to participate fully in the process. Qualitative methodology was adopted for the study.

The following methods were combined to allow flexibility in modifying the questions, depending on the responses from the respondents.

- Structured interviews
- Meetings (Group/Individual)
- Focus Group Discussions
- Observation

Step 1: Introduction and General Orientation

A general orientation about the study and basic information about the pre assessment was provided to the participants. This helped to set the tone for the study.

The introduction of the participants through an activity served as an ice breaker, and made the participants relax and soon they were comfortable to take on the interviews and discussion scheduled for them.



General Orientation

Step 2: Interviews – Station Staff and Community Volunteers

One – on – one Interviews with staff of the CRS and Community Volunteers was designed to assess the knowledge of the staff of the CRS and Community Volunteers in the following areas.

- Their roles and responsibilities
- Their contribution to the CRS
- Their job profile
- Their Experience of working with the CRS
- The nature of their work
- Their approach to presentation of programmes

Findings

Staff Members

- The staff members of the CRS produce and broadcast most of the programme and there is no outsourcing of programme.
- They have been trained well in the profession.
- All the station staff were identified by the management committee, recruited and then trained.
- All the staff members have basic knowledge in scripting, editing, recording, mixing and transmitting the programme.
- They know how to spot interesting topics, to do interviews, script, record and to edit their programmes.
- The staff have been trained well periodically and feel that these trainings are essential for doing a better job.
- The staff want to be trained further in making programmes more Creatively.

- They are not happy with their current salaries.
- They seem to be very happy and satisfied with their popularity.
- According to them the listenership has decreased due to the growth of TV sets. To increase the popularity and to make their programmes heard, they record their programme in the audio cassettes and play it to the members of the Self Help Groups (SHG) after their monthly meetings. The federation of SHG gives them the detail list of the meetings well in advance enabling them to effectively propagate group listening. This helps the staff to reach out to many women in and around the district.
- The staff have identified local talents and have provided them the platform to hone their skills.
- Even though, they feel that they have enough opportunity to exhibit their broadcasting capabilities at the CRS, they also want to learn more and improve their skills.
- The CRS Staff suggested increase in the broadcast with repeats and addition of phone in programmes to make the CRS more popular and reach more listeners.
- They find the current working hours 9- 6 a bit tedious and tiring.
- Since the listeners are spread across the district, they find it very difficult to travel by cycle for field recording.
- The women CRS reporters do not feel confident to do field programme as they fear the drunkards in the community. Alcoholism seems to be a major issue in the community.

Community Volunteers

- The community volunteers identify experts, issues and help in programme production.
- They script, record and edit their own programmes.
- They organize competitions and sponsor gifts for the competitions.
- Being a part of this CRS is a proud thing for most of its members as they are

recognized and received well in their community.

- Even though they edit their own programme, they like to receive professional training and master the post production techniques.
- They feel proud when the community approaches them to solve some issues through CRS.
- The Community along with the CRS is now involved in archiving the traditional stories of their village.

Step 3: Interview - Station Manager

One – on – one Interview with the station manager was conducted to understand the the problems faced by the Community Radio Station with reference to

Institutional	<ul style="list-style-type: none"> • Content generation • Priorities in broadcasting • Reach of the CRS • production staff • Role of the local community in production/presentation of programme for broadcast • Innovative approaches to popularize programmes
Technical	<ul style="list-style-type: none"> • Training of personnel • Technical issues
Financial	<ul style="list-style-type: none"> • Economic sustainability
Social	<ul style="list-style-type: none"> • Availability of talent • Involvement of the local community in the programme production/presentation

Findings

Station Manager

- People live in dispersed directions, in pockets which are isolated and scattered, and reaching out to them is a daunting task.
- Programmes are based on progressive farming methodology, addressing local issues, alternative methods in health, agriculture etc.
- Mobilizing and facilitating communities to participate is a major challenge.
- CRS gets support from the local experts than the government officials.
- Engage and identify technical gaps and narrow down addressable technical gaps as the CRS does not have adequate technical hands.
- They have not yet tried phone -in - programmes.
- The CRS has not categorized the programmes based on Education, Entertainment and Information; instead they incorporate them in all their programme.

Step 3: Meeting with the Management Committee

Meeting with the Management Committee was undertaken to understand the following

- the station setup
- FPC
- Role of the local community play in production/presentation of programme for broadcast
- Involvement of the local community in the programme production/presentation
- Monthly Budget
- Operating Policies
- Code of Conduct
- Role of Management Committee

Findings

Management Committee

- The management committee discusses and decides the programmes for broadcast.
- The CRS did have an Advisory Committee in the beginning stage in 2008, but could not meet very often as the members belonging to various profession found it difficult to meet at a particular time. Presently, the management committee performs the function of the Advisory committee.
- The Management Committee which used to meet often now meets only once in a month.
- The CRS ensures local management.
- The Committee gives guidance for evolving content for production, review and monitor the programme content, the functions of the staff, facilitate other members of their Village to participate actively in the CRS, Resolve conflicts / issues in the above areas.
- The members keep the station informed about the issues, social events and activities of the community. They identify local talents and even producers.
- CRS staff were identified and recruited by the management committee.
- The Fixed Point Chart of the Station was formulated by the committee, keeping in mind the needs of the community. The programme is well balanced catering to the needs of various target group.
- Being a part of this CRS is a proud thing for most of its members as they are recognized and received well in their community.
- They feel proud when the community approaches them to solve some issues through CRS.
- So far they have not received any negative comments.
- They have diverse programmes for all target groups.
- The members also try to popularize the CRS and its programme among the local community. Some members popularize by transmitting programme through

loudspeakers from their shop and home.

- The committee wants to include Phone in programme and try various formats as most of the programmes are using the interview format.
- Most of the women in the community are members of the Self Help Groups. Children actively participate along with their mothers. As majority of men work in fields, they do not find time to involve themselves with the activities of the CRS. It is easier for them to involve women and children than men and elderly people.
- All the members of the CRS are honorary and get no fee or remuneration.
- Even though the stipulated tenure of the committee is three years but the members have remained with the committee since the inception.

Step 5 : Field visit

Field Visit was undertaken to the villages to understand the audience profile. Interaction with the with the members of the community in the coverage area of the CRS to understand their experience with the CRS and their expectations from the CRS

Findings

- There are no listener groups as the listeners are scattered.
- Low voltage and power fluctuations a major issue
- Unavailability of Radio sets is also a challenge
- Many listeners wanted a change in the timings or repeat of programme at night when they could listen.
- Most of the people in the villages have heard of CRS.

Step 5: Listening to Programmes

Programmes on different themes were listened along with the participants, CRS staff and station manager to understand the CRS content. The CRS has not categorized the

programmes based on Education, Entertainment and Information; instead they incorporate them in all their programmes. Programmes are based on health and hygiene, local/traditional practices, disaster management and preparedness, restoring livelihoods, agriculture, education, socio economic issues relating to livelihood, Self Help Groups.

Findings

- The local community identifies experts, issues and facilitates in programme production.
- Local folk artists, unheard of outside of their villages are welcome to record their songs, and in return endow the CRS with the right to use their content, not as stakeholders but for use for the community
- Some of the noteworthy programmes are those on Tsunami alerts, warning, weather reports, women's empowerment related etc.
- The signature programme of the CRS is Purana Kathaigal - Mythological Stories and folk songs.
- Thulirkal – the Children's Programme in which 10-15 children participate, is a very popular with the local community.
- Interview is the main format used in the Programmes of the CRS.
- Keeping in view the Listeners, the CRS highlights socio economic issues relating to livelihood.
- All the programme are produced only by the community and not procured from other sources.

Step 6: Focus Group Discussion

CRS staff, Community Volunteers, Management Committee and the station manager were involved in a focus group discussion to throw more light on the CRS operations.

Findings

- Interruption of transmission because of the unscheduled power cuts
- The broadcast register and the log sheets are not maintained. Due to the unscheduled power cuts and the issue of battery backup (The CRS which has 1KV UPS helps to backup programmes only for 3 hours) the CRS finds it difficult to air the scheduled programmes.
- The CRS has taken efforts to bring more women for the management of the station. Still making women as part of day to day management is a big challenge for them.

IDENTIFIED AREA OF INTERVENTION DURING THE STUDY

Based on the one on one Interviews, Group Discussions, Focus Group and observation the pre-intervention rapid baseline assessment, identified the following area of intervention

- Remapping of coverage area
- Identifying the scope for improvement in community participation
- Visibility campaign for better positioning of the CRS among community
- Engaging volunteers in community mobilization and participation
- Help identify technical gaps and short-falls and minimize these to the extent possible
- Apply for DAVP Empanelment for better financial sustainability in future
- Evolve and strengthen management structure
- Improving the Listenership

WORKSHOP REPORT

A workshop on capacity building was organized for the CRS Staff, community volunteers and members on 8th and 9th June 2013 in KalanjiumSamugaVanoli@ 90.8 MHz, Vizhunthamavadi, Keelaiyur block , Nagappatinam district of Tamilnadu. Around 11 community members from different socio-economic background participated actively in the workshop.

Session one commenced with a general orientation about the activities of the CRS to the CRS Volunteers, Staff and community members. The details of the project and the purpose of the workshop was explained to the participants . A presentation of the report of the previous visit was made to the CRS Volunteers, Staff and community members.

A general discussion on the points observed was initiated.

THE SUSTAINABILITY MATRIX EXPLORED BY THE PARTICIPANTS

SOCIAL SUSTAINABILITY	INSTITUTIONAL SUSTAINABILITY
<ul style="list-style-type: none"> • Involvement with the day to day functioning of CRS • Programme management • Resolving conflicts / issues • Women representation in Management • Programmes related to Disaster Preparedness and disaster management • Community needs assessment • Preserving local tradition and culture 	<ul style="list-style-type: none"> • Broadcast register • log sheets • Training and Capacity Building – Staff • Training and capacity Building – Community • Identify local talents and resources • increasingcommunity participation – community • Programme Production and archiving • Gathering feedback • Scheduling of programmes, repats, increased timings etc. • Encouraging group listening
FINANCIAL SUSTAINABILITY	TECHNOLOGICAL SUSTAINABILITY
<ul style="list-style-type: none"> • Advertisements from Government • Advertisements from private sector • Advertisements from Local Business • Sponsorship • Announcements (Greetings, classifieds etc.) • Studio Hire 	<ul style="list-style-type: none"> • Training Local Volunteers • Archiving Programme • Battery backup (getting a new one)

The participants were then divided into three groups and each group was assigned the following task:

Group 1

- a. Visibility campaign for better positioning of the CRS among community
- b. Engaging volunteers in participation and community engagement

Group 2

- a. Identifying the scope for improvement in community participation
- b. Improving Listenership

Group 3

- a. Remapping of coverage area
- b. Engage and identify technical gaps and narrow down addressable technical gaps
- c. DAVP Empanelment
- d. Evolve and strengthen management structure

Each group headed by a team leader was asked to discuss on the assigned task. Groups then presented their plans using charts. The other group members were encouraged to ask questions. After the presentations, each group was asked to rework on certain points. The groups then made their final presentation in which they had set benchmarks, and had plans to achieve them in a stipulated time frame.

Group I

The members will agreed to work on the visibility drive to popularize KSV by placing banners, placard boards, and post boxes in crowded public places like hospitals, schools, housing colonies etc. They will also place stickers on the doors of the houses. Five villages have been chosen for this purpose. Drop Boxes similar to Post boxes will be placed in schools and college encouraging the students to drop in poems poetries, stories, jokes, informations etc. The visibility drive will is expected to not only make people listen but would also make them participate.

The Identified Villages

- Vizhunthanmavadi
- Kameshwaram
- Pudhupalli
- Vettaikaraniruppu
- Poovaithadi

The group identified places frequently visited by the villagers and also popular with them to carry out the promotional activity.

Locations for drop boxes identified in each village

Village 1 - Vizhunthanmavadi

- Manal medu
- 13m Kal fisherman colony
- Puliamarathadi
- Mariamman Koil
- Check Post

- Patti Road
- Government High school

Village 2 – Kameshwaram

- Kalamman Koil
- Aalamarathadi
- Thanner Pandhal
- Cohaj Hospital
- Thandavamurthy Nagar
- Panchayat Office
- Adi Dravida School
- Fisherman Colony
- St. Sebastia High School

Village 3 – Pudhupalli

- Thingal Sandhai
- Primary School
- Ramamurthy Hospital

Village 4 – Vettaikaraniruppu

- Panchayat Office
- Valluvar Thidal
- Primary School
- Govt. Hr. Secondary School
- Puyal kattidam Colony
- Maadha Koil
- Suriya Vinayagar Theru
- Pallivasal
- Kadaitheru

Village 5 - Poovaithadi

- Kadalai Mil Bus stop
- PDA College
- Fisherman Colony
- Rajuthevar House
- Ramar Madam
- Government High School
- Government Hospital

The Banners , placard boards, stickers will be designed by June 20th. Placement of Banners, Placards, Boxes, Stickers will commence from June 25th and the task is expected to be completed by July 10th.

The members also planned to target the members of Self Help Groups to participate in the Radio Programme. There are around 65 SHG's. The group members will address the SHG members at the end of their regular meetings and motivate them to participate. Around 100 new voices will be aired by July 25th.

Group II

A new FPC has been formulated by this group to improve listenership as suggested by the community people. These changes will be implemented from July 1st transmission. The members will start working from June 10th.

Multiple formats

Instead of single format in each programme, different formats such as songs, poems ,jokes, role-plays , drama will be introduced. These formats will be introduced in the following programmes.

- Vivasayam (farming)

- Meenavarkal (fishermen)
- Kulanthaigal (children)
- Penkal (women)

New Programmes

To increase the listenership five new programmes will be introduced in the new FPC

- Karuthum kanamum (meaningful songs)
- Kalvi vina vidai (educational quiz)
- Anmeega sindhanaigal (spiritual thoughts)
- Sandhai Nilavaram (market information)
- Bhakthi Padalgal (Devotional songs)

Increase in transmission time

The transmission time will be increased from 3 hours to 4 hours.

Current transmission time – 9.00 am to 12 pm

New transmission time – 9.00 am to 1 pm

Group III

Remapping

The CRS has used a simple and non-technical method to do the mapping. The volunteers go to the field with the Radio sets and mark the boundary. The CRS have mapped the signal thrice

- During the initial stage
- After reworking of the tower fall due to thunder and lightning
- After re-establishing of the failed transmitter.

The quality of the audio signal changes from area to area. According to the study a remapping of the coverage area is necessary as the station does not have a specific listenership map or coverage map. Once this task is done the CRS will have a clear picture of the number of villages in the frequency of the CRS. Group 3 headed by Naghuveer will start the mapping work from June 16th and complete the task by June 25th.

Computer Installation training

Community volunteers will be given training on Computer repair, maintenance and troubleshooting, Software Installation, Installation of Anti-Virus software .The specific objective of the training programme is to deploy more volunteers. Mr.Naghuveer will train 10 volunteers and the training programme will be held on June 16th. After completion of the training the trainees would become trainers to train other volunteers.

DAVP Empanelment

The process for DAVP empanelment will start by June 25th and will be completed by July 5th from the CRS.

Technical gaps

Technical gaps will be identified and prioritized and will be ready to be fulfilled once the station becomes financially sustainable. The group will identify the technical gaps from July 5th and complete the task by July 15th.

Forming New Advisory Committee

The management committee of the CRS acts as the programme advisory committee.The CRS did have an Advisory Committee in the beginning stage in 2008, but could not meet

very often as the members belonging to various profession found it difficult to meet at a particular time very often. The management committee performs the function of the Advisory committee. The group members felt that an Advisory committee comprising members from various bodies especially from the government side will help them very much. The members for the new advisory committee will be identified by July 10th and will meet on July 25th.



FINAL ACTION PLAN

TASK	Deadline	Sustainability Matrix
Visibility Drive - Designing work, Placement of Banners, placards, Boxes, Stickers	June 10 - 25	Institutional
Increase in Programme Participation- 100 participants	June 25	Social/ Institutional
New FPC	July 1	Social Sustainability
Increase in Transmission time	July 1	Institutional
Remapping	June 16	Institutional
Computer Installation training	June 16	Institutional
DAVP Empanelment Process	June 25	Financial
Identifying and prioritizing Technical gaps	July 5	Technological
Forming New Advisory Committee	July 10	Social/ Institutional

ACTION TAKEN REPORT

The Action plan of deliverables for the station was formulated by the team. Tentative deadline was fixed during the workshop.

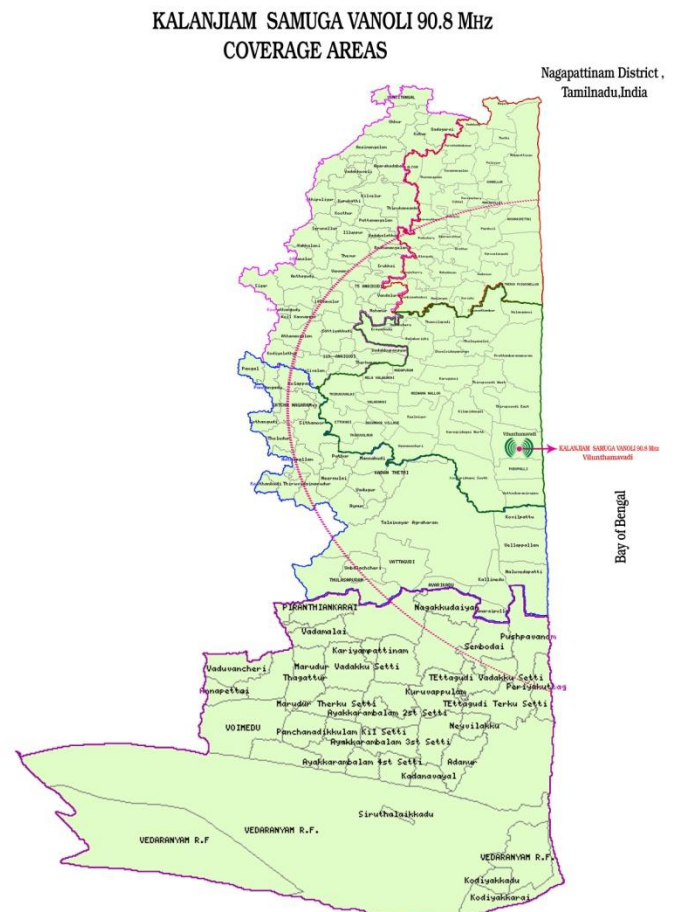
SOCIAL SUSTAINABILITY

REMAPPING OF COVERAGE AREA

Remapping of coverage is planned as the station had a tower fall due to a tempest a year and half back and a year back lightning struck the transmitter hence it got repaired and reinstalled. Remapping was planned to assess whether the station has its optimum coverage length as before or the technical issues had any influence in its coverage. Secondly we thought of marking all the coverage villages in the remapping and have the demographic details collated with the process so as to have a realistic estimate of the target population in the service reach.

The remapping of coverage area was done in three directions except east. It is found that on the south the coverage has got reduced by 2 KMS, in the north the transmission quality got better till the 18th KM, in the northwest the transmission has 5 KMS and in the west it got shorter by 1 KM. in the process it is found that the technical issues had not influenced the coverage range of the station and the small variance in coverage could be due to the environment factors such us wind speed on the day of testing.

It is accessed in the remapping that Kalanjiam Samuga Vanoli is having a coverage of 82



village in six blocks of Nagapattinam district. The station covers Keelaiyur and Thalainayar blocks fully other than partial coverage of villages in Vedaranyam and Nagapattinam block. Few villages are being covered in Kelvelur and Thirukuvalai blocks

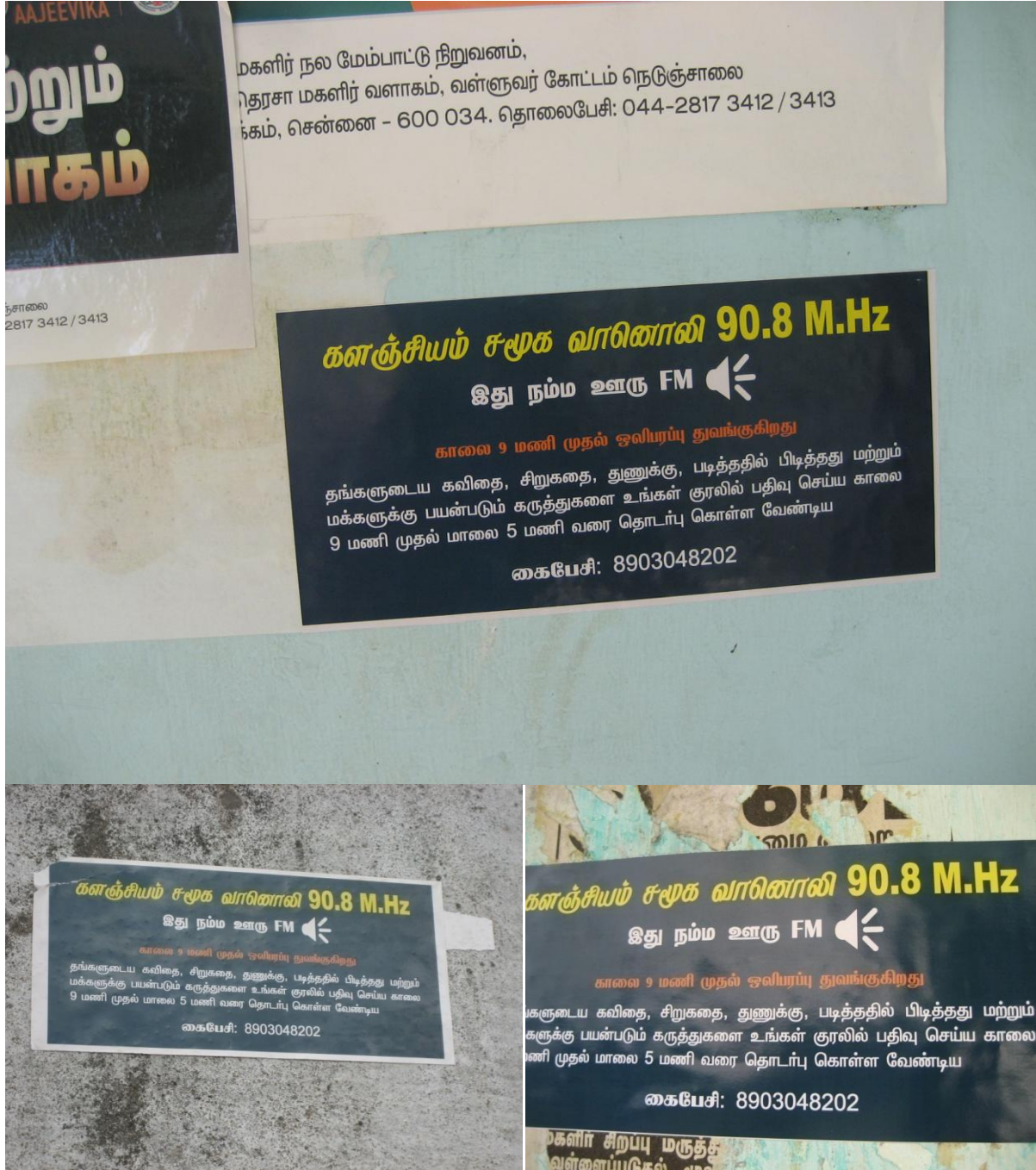
Demographics - Annexure 1

VISIBILITY CAMPAIGN

The visibility campaign was planned so as to popularize the service of the station in prominent villages. Giving the station the visibility among the coverage villages is planned so as to give wider public awareness campaign on CRS in prominent places of public access. As the overall coverage range is vast and taking the campaign to the entire village is a high cost process it is planned to have selective methods in promoting public awareness. Accordingly **Palm Boards** were printed and hoardings were placed in various villages, community accessible locations. This has given the station an impressive visibility in the coverage villages. The hoarding of palm boards in various public places of 26 villages had given the anticipated outcome in sensitizing the public in those villages.



Stickers were printed and given to volunteers to get it fixed at visible points in the houses, community access points. This initiative has also helped the station to take the campaign from the streets to the households, so that others who have access to those places came to know about the CRS through this initiative.



Drop boxes were placed in important places of the village where people crowded often. Information Boxes were placed in seven villages in 20 community accessible places so that community members could share their thoughts and other useful information for the benefit of others through the CRS. The Information Boxes placed in schools and college

encouraged the students to drop in poetries, stories, jokes, Informations etc. The visibility drive not only made people listen but also made them participate.



Changes due to the project

- This was the first time since inception that KSV undertook a planned promotional exercise. At the time of this report 72 suggestions have been received from 14 places. The idea has taken root and the community has begun to respond.

New and More Programme

To increase the listenership five new programmes were introduced from July 1 in the fixed point chart (FPC) namely

- Karuthum kanamum (meaningful songs)
- Kalvi vina vidai (educational quiz)
- Anmeega sindhanaigal (spiritual thoughts)
- Sandhai Nilavaram (market information)
- Bhakthi Padalgal (Devotional songs)

The broadcast timings was extended from 2 ½ hours to 4 hours and accordingly the transmission got extended with 1 ½ hours of additional programme. This apart with the support of volunteers live broadcasting transmission was initiated from September 1st 2013 from 3:00 PM to 6:00 PM. With this the CRS now boasts of seven hours of transmission.

Changes due to the project

- Five new programmes introduced
- Hours of broadcast extended by 90 mts.

TRAINING

Training I - Computer Installation training

The specific objective of the training programme is to deploy more volunteers. Community volunteers were trained by the station manager on June 16th in the following areas

- To rectify basic computer related problems
- maintenance
- troubleshooting
- Software Installation
- Installation of Anti-Virus software.

After completion of the training the trainees became trainers and trained other volunteers.

Training II - Training on Live Transmission

A scroll in local cable network was made for a week with request for volunteers training on live transmission in CRS programme. Ten volunteers showed interest and eight of them turned up for the training event. There were four male and female volunteers who undergone the live transmission training. A freelance announcer from Karaikal FM station facilitated the training programme.



The team brought out the following preparation and production code for carrying out live transmission

- a. Be well prepared while producing a live programme
- b. Be in the production spot well before the scheduled time.
- c. Develop an aptitude & talent to handle unexpected developments

- d. Make sure the area of live transmission is an ideal environment for a noise free transmission
 - 1. The place of production can be planned or accidental
 - 2. Have an ideal controlled environment
 - 3. Give a brief narration about the place of live transmission to the listeners
 - 4. Keep your mobiles fully charged & have additional line option open
 - 5. Have local contact and support volunteers for assistance
- e. When doing live presentation be cautious in content sensitivity and presentation style
- f. Facilitate better contribution from the participants
- g. Do not hesitate in approaching people other than the participants
- h. Presentation in local slang is ideal and encouraged
- i. The reporter has to go to the field, field cannot be recreated in our place
- j. Be confident in approaching people
- k. Be a learner
- l. Be optimistic
- m. Do not repeat mistakes
- n. Be balanced, and facilitate such participation
- o. Facilitate community to present their requirements (entitlements) without blaming officials/ people representative by name

Changes due to the project

Training component enhanced. KSV also participated in another programme of CEMCA – a cascade to help train women broadcasters. That training was also conducted during this project period training 24 community volunteers in various aspects of CRS operations.

Engaging volunteers in participation and community engagement

As a follow-up of TOT, the volunteers worked on content generation. There was an increase in the participation of community members. The volunteers engaged the community members on the field in resource identification, production etc. The reporters are now producing 30 minutes programme capsule. Some Enthusiastic community members were given hands on training on the spot to use laptops. It made them realize that technology is simple and enjoyable and can also be learnt.

The following are the few programmes that were produced during the period.

- Debate on organic and inorganic cultivation
- Agriculture programme on the need for (Kodai Uzhavu) by Mr.Veerakumar
- Folksong - kamatchi and poongodi of PRPuram
- SHG Experience shared by Ms.Buvana of Kameswaram
- Tailoring / tutoring experience of Mr.Marimuthu a 25 year experienced entrepreneur and trainer from Vettaikaranirruppu
- Inland fish cultivation experience on Mr.Ganeshsundaram, of PRPuram
- Students and their parents shared their experience on the inauguration of Kendra Vidhyalaya, in thiruvarur



FINANCIAL SUSTAINABILITY

DAVP Empanelment

DAVP Empanelment was done with facilitation from CEMCA on 30th July 2013. The documents required were submitted with CEMCA's CCFC. Once the process is completed the financial sustainability matrix will be fulfilled.

Engage and identify technical gaps and narrow down addressable technical gaps

Technical training was given to the community reporters and interested volunteers in OS installation and troubleshooting technical issues related with hardware and software. The community reporters and volunteers were briefed on computer hardware problems, identification and locating the problems and installation of operating software and drivers. Tips were also given on avoiding technical issues by following the below practices.

- Keep the environment around computer and equipments neat and clean
- Do not entertain food stuffs in rooms where cable and connectors are there. It will attract rats and other insects and will damage the cables
- Do not tamper with the cable and connectors
- Close all the applications and shutdown the system at the end of transmission
- Track viruses and Use an effective anti-virus programme
- Avoid external removable media devices and scan before accessing any such devices
- Do not open too many applications unwarrantedly
- Save audio files in MP3 formats

A local technician was engaged in identifying the technical gaps in the station and narrow down addressable technical gaps. He suggested few cable replacements and concealing of laid down wire to enhance the life span of cables, reduce damages and worn outs resulting in quality recording and disturbance free transmission. As per his suggestions concealed cabling was done between systems, mixers and the transmitter. Segmented distributed power connections were made so as to minimize Crisscrossing of power connectors.

ACTION PLAN – COMPLETION STATUS

TASK	Deadline	Sustainability Matrix	Completed
Visibility Drive - Designing work, Placement of Banners, placards, Boxes, Stickers	June 10 - 25	Institutional	YES
Increase in Programme Participation- 100 participants	June 25	Social/ Institutional	YES
New FPC	July 1	Social Sustainability	YES
Increase in Transmission time	July 1	Institutional	YES
Remapping	June 16	Institutional	YES
Computer Installation training	June 16	Institutional	YES
DAVP Empanelment Process	June 25	Financial	YES
Identifying and prioritizing Technical gaps	July 5	Technological	YES
Forming New Advisory Committee	July 10	Social/ Institutional	YES

Various challenges occurred when proceeding with project. The final product was delivered with tight schedule. The staff and the Station Manager were very supportive throughout this project. The positive approach and the enthusiasm of Kalanjium CRS to accept the challenges is laudable.

The report includes detailed information about the findings on all aspects of the sustainability matrix, including Technical, Financial, Social and Institutional. Based on in-depth evaluation using participatory approaches, a list of recommendations is given in order to strengthen the sustainability of the station.

Targets were set at the Pre Intervention Stage by the station and since then the staff, community volunteers and the station manager have worked hard to achieve the targets. Needs were prioritized, plan was drawn and deadlines were set. Popularizing the station through the intense visibility drive campaign not only increased the listenership but also acted as a platform for the community people to showcase their talents. The drop box initiative is a very novel idea and is a huge success with the school children and women. Many Community members have now started participating in the live programmes. The trainings organized during the project period has helped in increase of number of Programme. New programmes and increase in the transmission time has been appreciated by the community. Signal Strength Remapping has definitely helped to clearly identify the catchment area. Computer Installation training has empowered the staff and the community volunteers to rectify the basic problems in the computer. Technical gaps were identified and prioritized. Application for DAVP Empanelment Process has been submitted.

This project has provided a platform for the CR staff, Community Volunteers, Management Committee and the station manager to come together for the first time to share and discuss their problems. It has definitely steered them to work on long term sustainability.

The challenge before the CRS now is to keep up the pace and engage more with the community in an on-going way.

RECOMMENDATIONS

The following points are recommended:

- Work on ways to get regular feedback from the listening public in order to identify listeners' preferences.
- The likings of listeners - youth, women, men, aged, etc should be taken into consideration and prioritized.
- Programmes should be designed to include everyday issues of the community.
- Listener clubs have to be re-organized and strengthened
- Increase in programme on gender issues.
- Network with local NGO's and other CRS Stations
- Strengthen the archiving mechanism.
- Involve the self help group members in programme production.

CLOSING NOTE

I would like to thank CEMCA for the opportunity to review such an exciting and transformative initiative. The time and funds and effort that CEMCA has put into the sustainability initiative is commendable

ANNEXURE

Annexure 1

Sl No	Block	Name	Total / Rural / Urban	Total Households	Total Population
1	Keelvelur	Athanamangalam	Rural	354	1466
2	Keelvelur	Anakkudi	Rural	248	953
3	Keelaiyur	Chinathumboor	Rural	548	2222
4	Keelaiyur	Cholavidyapuram	Rural	526	2059
5	Keelaiyur	Erayankudy	Rural	324	1199
6	Keelvelur	Irukkai	Rural	368	1463
7	Keelaiyur	Karappidagai (North)	Rural	390	1571
8	Keelaiyur	Karappidagai (South)	Rural	384	1523
9	Keelaiyur	Karunguni	Rural	590	2442
10	Keelaiyur	Keelaiyur	Rural	740	3139
11	Keelaiyur	Kilapidagai	Rural	581	2455
12	Keelvelur	Koilkana poor	Rural	227	909
13	Keelvelur	Manallur	Rural	197	786
14	Keelvelur	Palakurichi	Rural	424	1649
15	Keelaiyur	Prathabaramapuram	Rural	2054	8641
16	Keelvelur	Radhamangalam	Rural	566	2225
17	Keelvelur	Sathiyakudi	Rural	467	1823
18	Keelaiyur	Thalayamazhai	Rural	318	1255
19	Keelaiyur	Thannilappadi	Rural	405	1464
20	Keelvelur	Thevur	Rural	949	4135
21	Keelaiyur	Thiruppoondi (East)	Rural	1111	4475
22	Keelaiyur	Thiruppoondi (West)	Rural	1079	4821
23	Keelvelur	Vandalur	Rural	325	1356
24	Keelaiyur	Venmanacheri	Rural	368	1381
25	Keelaiyur	Vettaikkaraniruppu	Rural	2061	7471
26	Keelaiyur	Vizhunthamavadi	Rural	1510	5848

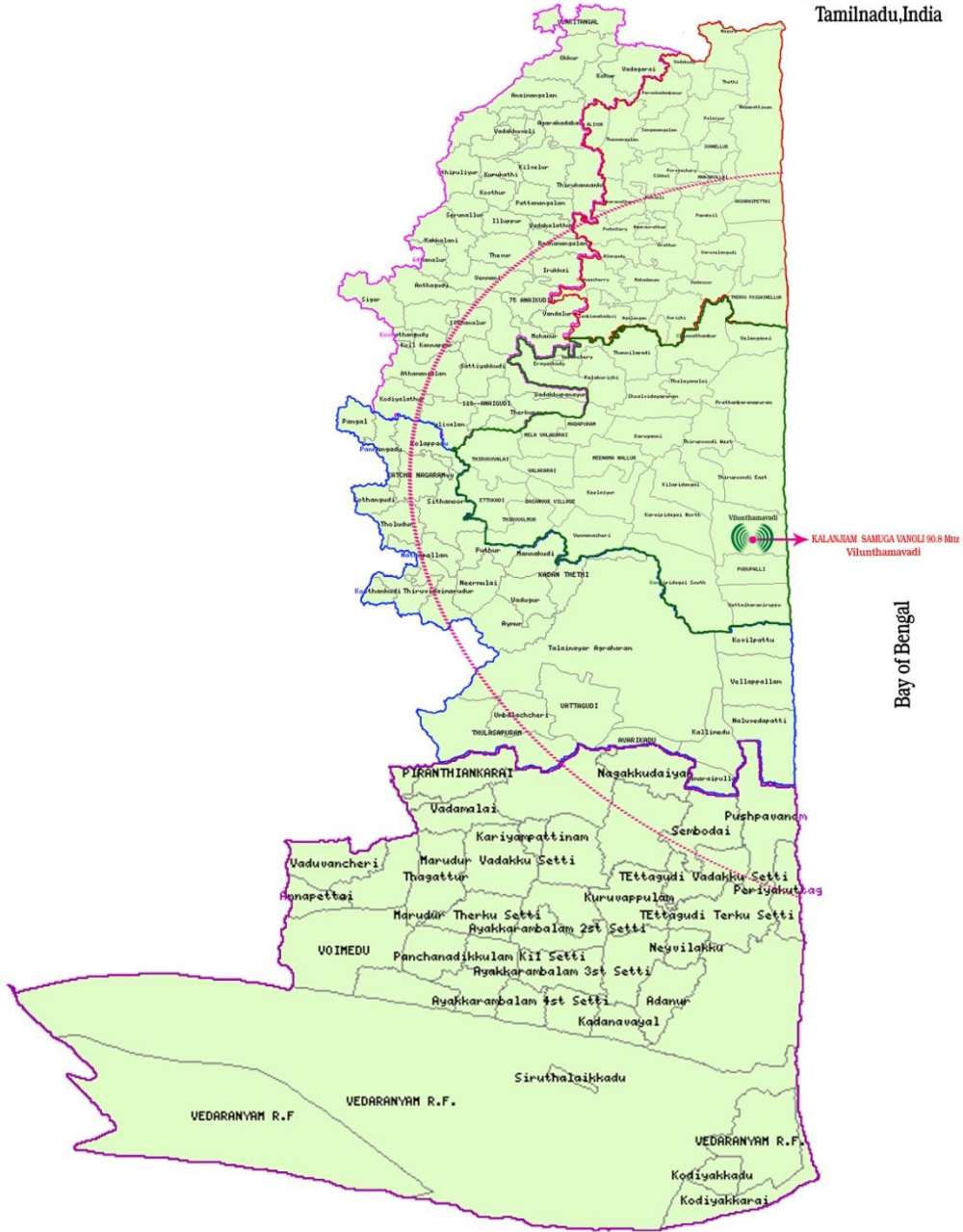
27	Nagapattinam	Agalagam	Rural	431	1689
28	Nagapattinam	Agaraorathur	Rural	311	1305
29	Nagapattinam	Alangudi	Rural	172	713
30	Nagapattinam	Karuvalangadai	Rural	313	1212
31	Nagapattinam	Kuruchi	Rural	533	2177
32	Nagapattinam	Mahadanam	Rural	328	1406
33	Nagapattinam	Orauthor	Rural	310	1530
34	Nagapattinam	Pappakovil	Rural	302	1296
35	Nagapattinam	Poravacheri	Rural	858	3623
36	Nagapattinam	Puduchery	Rural	897	4115
37	Nagapattinam	Sembiyamahadevi	Rural	280	1053
38	Nagapattinam	Sikkal	Rural	580	2353
39	Nagapattinam	Therkupoigainallur	Rural	946	4030
40	Nagapattinam	Vadakkupoigainallur	Rural	175	739
41	Nagapattinam	Vadavoor	Rural	289	1188
42	Nagapattinam	Vadugachery	Rural	586	2521
43	Nagapattinam	Ayemoor	Rural	338	1291
44	Thirukuvalli	Esanur	Rural	652	2667
45	Thirukuvalli	Ettugudi	Rural	192	800
46	Thirukuvalli	Katchanagaram	Rural	338	1389
47	Thirukuvalli	Kolappadu	Rural	260	996
48	Thirukuvalli	Malavelakarai	Rural	92	354
49	Thirukuvalli	Manakkudi	Rural	442	1695
50	Thirukuvalli	Meenamanallur	Rural	630	2477
51	Thirukuvalli	Nathapalam	Rural	212	815
52	Thirukuvalli	Neermulai	Rural	474	1914
53	Thirukuvalli	Puthur	Rural	510	1909
54	Thirukuvalli	Sithamoor	Rural	397	1644
55	Thirukuvalli	Thirividaimaruthur	Rural	434	1685
56	Thirukuvalli	Thirukuvalai	Rural	485	2005
57	Thirukuvalli	Thiruvaimur	Rural	898	3674
58	Thirukuvalli	Tholuthur	Rural	514	1946
59	Thirukuvalli	Vadugoor	Rural	421	1672
60	Thirukuvalli	Valakarai	Rural	416	1710
61	Thirukuvalli	Valivalam	Rural	180	709
62	Thirukuvalli	Kadanthethi	Rural	467	1924
63	Vedaranyam	Kallimedu	Rural	597	2282
64	Vedaranyam	Kovilpathu	Rural	1237	4788
65	Vedaranyam	Nagakudaiyan	Rural	1345	4608
66	Vedaranyam	Nalavedapathi	Rural	932	3420
67	Vedaranyam	Periyakuthagai	Rural	732	2638

68	Vedaranyam	Piranthiyankarai	Rural	583	2398
69	Vedaranyam	Pushpavanam	Rural	411	1641
70	Vedaranyam	Sembodai	Rural	1591	6250
71	Vedaranyam	Talainayar	Rural	1212	4283
72	Vedaranyam	Thethakudi North	Rural	434	1709
73	Vedaranyam	Thethakudi South	Rural	995	3588
74	Vedaranyam	Umbalacheri	Rural	1838	7308
75	Vedaranyam	Vellapallam	Rural	520	2061
76	Vedaranyam	Aymur	Rural	458	1451
				45662	181382

Annexure 2

KALANJAM SAMUGA VANOLI 90.8 MHz COVERAGE AREAS

Nagapattinam District,
Tamilnadu, India



Annexure 3 - Stickers

களஞ்சியம் சமூக வானொலி 90.8 M.Hz

இது நம்ம ஊரு FM 

காலை 9 மணி முதல் ஒலிபரப்பு துவங்குகிறது

தங்களுடைய கவிதை, சிறுகதை, துணுக்கு, படித்ததில் பிடித்தது மற்றும் மக்களுக்கு பயன்படும் கருத்துகளை உங்கள் குரலில் பதிவு செய்ய காலை 9 மணி முதல் மாலை 5 மணி வரை தொடர்பு கொள்ள வேண்டிய

கைபேசி: 8903048202

தகவல் பெட்டி

களஞ்சியம் சமூக வாரிசாலி 90.8 M.Hz

இது நம்ம ஊரு FM 

காலை 9 மணி முதல் ஒலிபரப்பு துவங்குகிறது

தங்களுடைய கவிதை, சிறுகதை, துணுக்கு, படித்ததில் பிடித்தது மற்றும் உங்களுடைய கருத்துகள் நிகழ்ச்சிகளாக ஒலிபரப்பு தகவல் வடிவில் இந்த பெட்டியில் போடவும்.

மக்களுக்கு பயன்படும் நிகழ்வுகள் மற்றும் கருத்துகளை உங்கள் குரலில் பதிவு செய்ய காலை 9 மணி முதல் மாலை 5 மணி வரை தொடர்பு கொள்ள வேண்டிய

கைபேசி: 8903048202

களஞ்சிய சமூக வானொலி 90.8 MHz

திருநெல்வேலி FM

**காலை 9 மணி முதல் சேவை தொடங்குகிறது
உங்கள் உள் நிகழ்வுகளை , கருத்துக்களை பதிவு செய்ய
காலை 9 முதல் மாலை 5 வரை தொடர்புகொள்ளவும் :8903048202**

கிராமிய கலைஞர்கள் தங்கள் பாடல்களை ரெக்கார்டிங் செய்திட அனுகவும்...

**களஞ்சிய சமூக வானொலி 90.8 MHz
விழுந்தமாவடி**

Annexure 4 – Agenda of Pre-Intervention Rapid Baseline Assessment

Agenda of Pre-Intervention Rapid Baseline Assessment

April 19, 2013

Time	Agenda	Comments
9.00 - 9.30am	Meeting with Team	Introductions, Overview of the day to day operations with the team
9.30 - 11.30 am	Meeting with Station Manager	Interview
11.30 - 1.30 pm	Management Committee	Interview
1.30 - 2.00 pm	LUNCH	
2.00 - 3.00pm	Meeting with CRS Reporters/Community Volunteers	Focus Group
3.00 - 5.00 pm	Field visit to understand the audience profile	Meeting with select community members

Annexure 5 – Agenda of Building Capacity Workshop

Agenda of Capacity Building workshop

June 8, 2013

Time	Programme
10.00 – 10.30	General Orientation about the activities of the CRS to Staff, volunteers and members by Mr.Naghuveer Prakash
10.30- 11.00	Orientation about the project by Mrs. Shirley Deepak
11.00 – 11.15	BREAK
11.15 – 12.30	Presentation of the Report of the observation made by Mrs.Shirley Deepak
12.30 - 1.30	General Discussion on the Project
1.30 – 2.30	LUNCH BREAK
2.30 – 3.00	Identifying the group to work
3.00 – 4.30	Group activity

Agenda of Capacity Building Workshop

June 9 , 2013

Time	Programme
10.00 - 11.30	Group Activity
11.30- 11.45	BREAK
11.45 - 1.30	Group presentation
1.30 - 2.30	LUNCH BREAK
2.30 - 3.30	Discussion on the Presentation
3.30 - 4.30	Setting achievable targets working out a timeline for achieving the targets
4.30 - 4.45	Review

Annexure 6– Pre-Intervention Rapid Baseline Assessment- Questionnaire

Pre-Intervention Rapid Baseline Assessment- Questionnaire

COLLECTING BASIC INFORMATION

1. Name of the CRS
2. Frequency
3. Year of Establishment
4. Manager/Contact Person
5. Full address with pin code and email address.
6. Area Reach
7. Reach among Population
8. Transmission Details

1. Number of Hours: -----

2. Timings

Morning	Afternoon	Evening	Night

3. Details of broadcast

Morning		Afternoon		Evening		Night	
Fresh	Repeat	Fresh	Repeat	Fresh	Repeat	Fresh	Repeat

9. Taking a soft and a hard copy of the log sheet till August 2012, with details about name of the programme, its time of broadcasting duration, language, studio/ OB – based, outsource or in-house production, expenditure, repeat/original
10. Staff details as on August 1,2012, with details of name, designation, regular/casual/volunteer, working hours, payment, trained/untrained, number of training attended, training source, cost training
11. Details of Programme Advisory Council, Yes/No, if yes. Tenure, years of duration, details of the members in terms of their names, profession, payments fees (in Rupees), and frequency of meetings. If no, details of the mechanism followed for deciding the operation of the CRS
12. Type of advice provided by the Advisory Council
13. Other activities of the Advisory Council in the working CRS

14. Expenditure Details

	Initial cost	Current cost
feed forward		
Impact study		
studio set up		
acoustic facility equipment		
Transport		
electric power supply		
cost of procuring and maintaining the staff		
technical training in broadcasting		
other miscellaneous expenses		

15. Sustainability factor, that is ability to continuously overcome hindrances faced in terms of procurement of programmes, social and human power management, technological issues regarding equipment, training of staff, economic constraints and narratives of overcoming the related problems of procuring programmes, social and human power

management, technological problems regarding training and equipments and economic constraints.

MEETING WITH STATION MANAGER

(About the station – getting to know)

1. Can you tell us a brief history about this CRS? When it was started, by whom? Why was this CRS set up?
2. What were the problems faced by you while launching/ establishing the Community Radio Station with reference to.
 - Consumption of time,
 - License fee,
 - Official/legal formalities/complexities in procedure
 - Initial investment
 - Procurement of equipments/machinery/hardware
 - Procurement of land for studios and transmitter and
 - Financial cost in general?
3. What are your priorities in broadcasting and how are you achieving them?

(About listeners and reach)

4. Have you carried out any impact or feedback studies? If yes, what are the findings? Please elaborate the method adopted, the costs incurred, and any obstacles you faced.
5. How do you obtain feedback from listeners for your station? In what way has it helped your CRS? What difficulties did you face in getting the feedback?

6. What is your reach? Your listeners comprise of which community? Have you done any survey in this regard? Please give details.
7. What is the reach of your CRS programmes? Are you satisfied with the current range of reach? What are the actions initiated by you for improving the range of reach?
8. What kind of help or support do you require to increase your reach listenership?

(Programming related)

9. Who are the producers of your programmes? What are their qualifications? Are they trained and if so, where? Who are the resource persons for their training? What is the cost of such training?
10. What role does the local community play in production/presentation of programme for broadcast? How is the community involved in the programme production/presentation?
11. Who decides/ designs the programmes for broadcasting? Is it the manager or a committee or board or council or others? Please explain. In case there is no Advisory Council in existence, what is its role in functioning in your CRS?
12. Can you tell us a little about your programming? Format, and types of show on air. Which show would you call your signature show and why?
13. Did you experience/face any difficulty in producing any of the programmes and how did you solve them? Answer this question in terms of problems regarding personnel, technology, and expense, and any other.
14. Specific to your CRS, which socio-economic issues can you highlight keeping in view your listeners, and why?

15. Do you have separate categories of programmes divide into entertainment, information, education programme slots or do you judiciously mix them? Answer this question with examples.
16. Do you have film/folk music or similar type of music in your programmes, for which you have to make payment? If so, how much do you normally pay?
17. Do have any programmes, which are sponsored? How much would be the income you earn from sponsorship? Who are the sponsors of the programmes government or private or others?
18. Do you incur any expense for producing and presenting the CRS programmes? Please elaborate.
19. Have you adopted or tried any innovative approach to popularize your programmes? Please explain your approach with examples.
20. How is the local community or the target group involved with your CRS?
- Content generation
 - Broadcasting(production/presentation of programmes/participation)
 - Technical Assistance
 - Helping economic sustainability (by Investment/donation/subscription/shareholdings)
21. What are the problems in involving the community in above activities and how did you solve them? What are your suggestions in this matter?
22. Do you have any paucity of talents in your area of operation? If yes, how do you search the talent? If no, how do you manage the talent required? Do you require any help or support, in this regard from any agency including government and in which way do you visualize to receive such support?

23. The ownership of the Community Radio Station is with the NGO or Trust or the local community? If owned by community, at which level is the ownership of CRS? If not, has any attempt been made for community participation? What are the problems in this matter? What are the suggestions in this regard?
24. Are all shows produced by you or by the community, or do you procure shows from other sources? Please tell us in detail.
25. Who are your partner organizations? Can you tell us what programmes/projects do you work with them for?
26. Other than radio programmes, is the CRS involved in any other outreach programmes on issues important to the community? Please elaborate.

(About Staff and station)

27. Can you tell us a little about the staff involved with CRS, their background and roles. How many of them are trained, and by whom?
28. Are CRS reporters satisfied with the monetary or other form of compensation offered by the Community Radio Station
29. Are you satisfied with the performance of the Community Radio Reporter in terms of anchoring, producing, editing/dubbing/OB coverage/ marketing
30. What type of technical problem regarding equipments like transmitter, software, air – conditioner, recorder etc? Do you face in terms of their maintenance? In case of problems how do you solve them? Do you suggest any solution to overcome these problems/issues? Do you require any help or support from any agency including government to minimize the hardship? In which way do you visualize that you can receive the support?
31. How much do you spend on procuring programmes/ meeting the electricity bill/payment of personnel/maintenance of studio/ pay the interest on loan/any

other? Are you managing your CRS with your own resource/loan/corpus fund/ donation/ subscription from community/ advertisement/sponsorship of programmes/ support or grant from government/other agencies? Please answer this question in terms of how you manage the expenditure under different heads for running the CRS?

32. Are you receiving any financial assistance in your functioning? If yes, how did you acquire it, and who are they?

33. Do you have any problem/issues in running the Community Radio Station, in terms of

- content generation,
- programme production,
- talented staff,
- training of personnel
- electricity,
- availability of talents and
- finance in general?

34. What are your achievements in community broadcast? Please narrate stories.

35. What type of help/support do you expect from government and other organizations/agencies for running the Community Radio Station?

36. Staff Details

Name	Designation	Regular/casual/volunteer	working hours	Payment	Trained/untrained	number of training attended	training source	cost training

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MEETING WITH CRS REPORTERS/ RJs

1. How long have you been working with the present Community Radio Station? Is your work part-time or full time?
2. How do you contribute to the CRS? What is your job profile?
3. Why did you join this CRS?
4. Where do you live? How do you reach the Community Radio Station? Is your working hours suitable?
5. Is this your main source of income? What are your other sources of your income? Are you satisfied with the remuneration you receive?
6. What is your academic qualification? Are you trained in the profession of broadcasting? If yes, when did you receive the training? Was it before joining the present CRS or was it after? Who trained you and for how long?
7. How do you think the training helped you?
8. Do you think the training is essential for the Community Radio Reporter to do a better job?
9. What is the nature of your work. Please elaborate. Is there something the CRS can do to ensure work satisfaction for you?
10. How does your audience react with you as a Community Radio Reporter and how do they identify you as you are only audible and not visible? Are you happy/ satisfied

with your popularity? Do you have any loyal/dedicated audience? Do you have any anecdotes to share?

11. What is your contribution, as a Community Radio Reporter, to increase the popularity of the channel and to reach more audience?
12. Do you have any unique/special/innovative approach to presentation of programmes at your CRS? How far these approaches appeal to the audience? Kindly share with us your experience in this matter
13. How do you think your CRS is helping and serving the community?
14. Please elaborate if you have enough opportunity to exhibit your broadcasting capability at the Community Radio Station?
15. What are your suggestions to make the community Radio Station more popular and to reach more listeners?
16. What are your suggestions to reduce the expenditure in running the Community Radio Station and increase the income so that the Community Radio Station is economically sustainable?

MEETING WITH PROGRAMME ADVISORY COUNCIL

- **Welcome and introductions**
- Brief about the programmes, focus group members are involved with.
- Discussion on the FPC – How was it decided? What Criteria? Is it relevant now?
- Based on the programme lineup, who can we say are our possible listeners?
- Do you need more information on your listeners to be able to focus on programming? What more information will help you?

- As part of CRS, what form of responses have you received?
- Any negative comments/ Criticisms which we can work forward to?
- If you think yourself as a listener, do you think we have diverse programmes for all our target groups – different age groups, gender, occupation based, etc.?
- Where do you think there is a gap in programming? Is there too much of something, and too less of something?
- What new and Creative topics can we include in the programming?
- What interactions do you have with your listeners?
- How is the community involved right now? Do they do any programme? Do you train or assist?
- Is the surrounding community capable of generating talents for programmes? What kind of programmes will these be? – folk songs, traditional medicine, farming practices?
- Who in the community can be involved regularly – women, men, children, senior citizens?
- How can more members from community be involved – a village function, listening groups, regular listener feedback meetings, more community information on radio, stringer reporters for radio?
- **Members Details**

S.No	Name	Profession	Fees	Contact Address	Phone Number

Tenure	
Years of duration	
No. of the members	
Frequency of meetings	