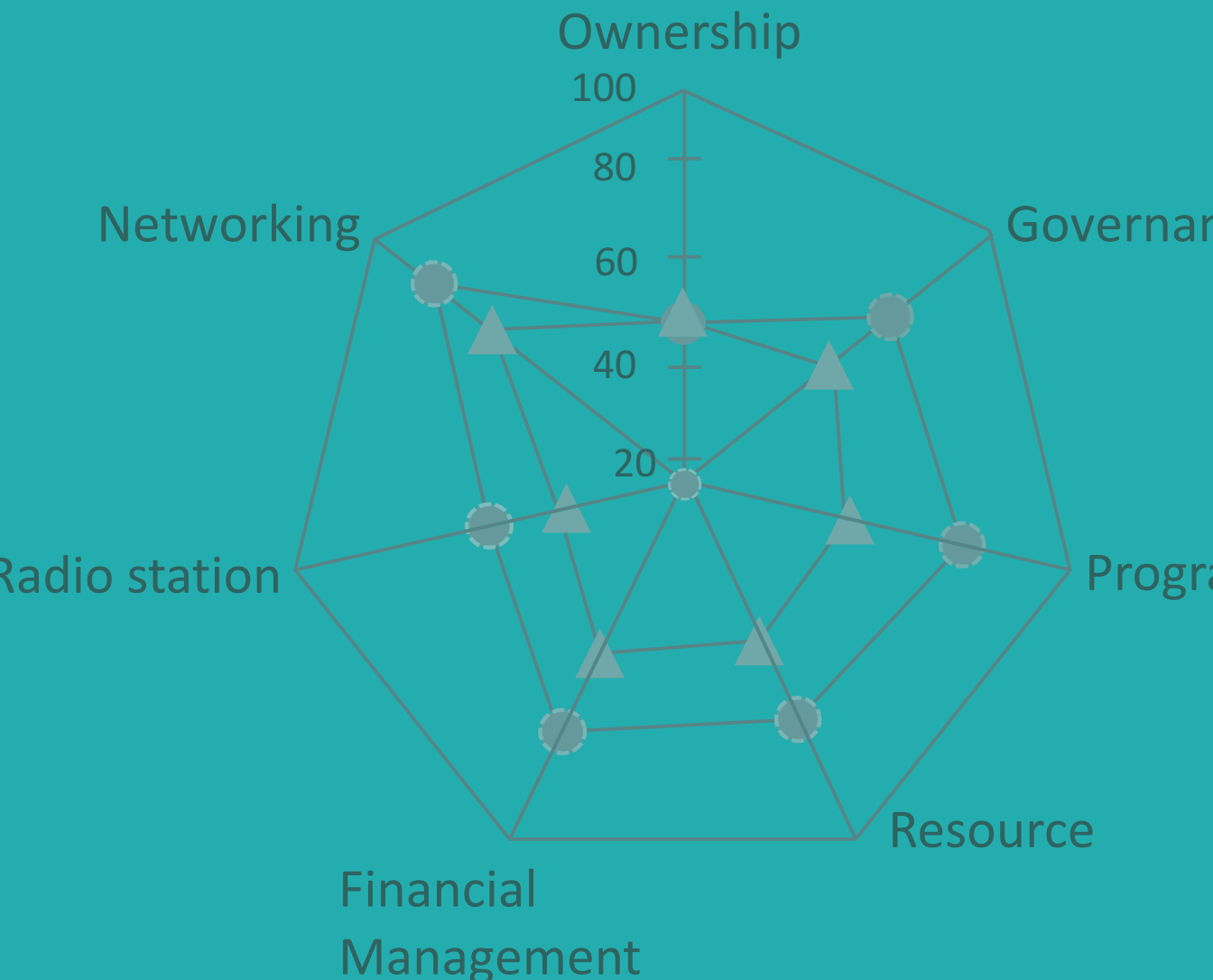


# COMMUNITY MHz II

## Assessing Community Radio Performance in Nepal





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CRSC/NEFEJ  
with the support of OSF

CRSC/NEFEJ is a co-winner of UNESCO-IPDC Prize for Rural  
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# *Preface*

For the second time within barely two years since the launch in 2011 of the pilot study conducted on the workability of the Community Radio Performance Assessment System (CR-PAS), based on the indicators developed by the Community Radio Support Centre/Nepal Forum of Environmental Journalists (NEFEJ), the related findings are highly encouraging. *Community MHz II: Assessing Community Radio performance in Nepal* comes a year after its first part was released. The new study reiterates the likely wide use of the assessment model among the 210 FM radio stations run by non-profit organizations across Nepal. Its significance is indicated also by the fact that FM radio stations, herding themselves together, account for more than 60 per cent of the total number of radio services on air in Nepal.

The unique assessment tool, with the distinction of being the first of its kind in Asia, is gaining ground as a feasible model for organizations committed to qualitative development of community radio. As a manual tailored to help community radio managements to make self-assessments of their radio stations and contents for the necessary reinforcement and refinement, CR-PAS has been tried and tested in two phases whose outcome has reconfirmed the guideline as practical and desirable for community radio stations in Nepal. Whereas the legitimacy of the CR-PAS was at no time questioned by the community of community radio service managements, the latest findings have firmly established the utility of the guidelines for self-assessment beyond any reasonable doubt. The study comes at a time when FM radio has penetrated all but one of the 75 districts in Nepal.

The 15 community radio stations included for the second test are precisely the same enlisted for the 2011 study. This was to gauge how far they had been able to progress in terms of management practices and content coverage. The overall result is highly encouraging. In a few segments, there are mixed results, i.e. some stations have slackened in a number of areas as compared to their previous performance and in others they have made further progress. Other stations have made remarkable improvement. On the whole, the progress rate is very satisfactory. In a few areas, some stations, rated high earlier, are found to be not keeping pace, which is probably because of change in station managers and staff members. This also underscores the fragility and volatility that engulfs community stations run with skeleton hands and opting for relatively longer hours on air. In-house discussions have increased in frequency and broadened the scope of issues aimed at improvement in contents carried and aspects pertaining to the management of the stations concerned.

The team entrusted with the project in 2011 was mobilized for the second edition of the project. Its previous experience shows in the new undertaking. It found the station managements very enthusiastic about the whole exercise in realization of the benefits it offered as an instrument to test their own strengths and weaknesses for their own improvement. The findings offer an insight into the strengths and weaknesses of community radio stations in South Asia's first country to introduce radio broadcasting for the first time by a sector other than the government. The fact that Nepal is the only country in the world's most populous region in allowing news and current affairs programmes on private and NGO-run radio gives an inkling of the headway made. The CR-PAS, notwithstanding the commendations from different parts of the world, is open to refinement in changed contexts and new demands and realizations.

When results are received with positive appreciation, both CRSC/NEFEJ and others associated with it in different ways have reasons to be infused with added confidence in their constant search for the qualitative growth of community radio in its diverse aspects. This is only the beginning. There are many more hours to go and improve, adapt and adopt. The existing momentum should be maintained by CRSC/NEFEJ in the interest of the community radio movement in Nepal, whose experience can be shared with similar movements elsewhere in this age of broadcasting village.

The pioneering effort and guidelines have attracted overseas interests as well, with some community radio stations in Asia and Africa keen to adapt the same for their own use. University academics have also shown interest in the tool book. In March 2012, CRSC was awarded at the 28th International Council meeting of the International Programme for the Development of Communication by UNESCO- IPDC Prize for Rural Communication in Paris. The award is the latest recognition of the commendable work that the NEFEJ special wing has been undertaking is encouraging and challenging—encouraging for the rousing appreciation accorded and challenging for the additional expectations in the international community of radio policy makers, promoters and operators. It is also a relentless reminder of the task ahead to be undertaken on the lessons learnt from the past, the experience acquired thus far and the sustained search for betterment in the ensuing times.

Prof. P. Kharel  
Chair, CRPAS Implementation Steering Committee

## *Few Words*

Community broadcasting is a community heritage that is owned, esteemed and legitimized by the community with community stewardship of its operations, and where community members interact freely and actively with each other to achieve collective goals.

The above-mentioned being our operative definition of community radio, we believe that impediments are often nothing more than individuals suppositions. So we dared to develop about four years ago the Community Radio Performance Assessment System (CRPAS). Simply speaking, CRPAS only asks what can be done now to create the sustainable future of community radio. It is a tool which can test the fitness and effectiveness of community radio. In other words CRPAS is nothing about impact assessment, but about the process assessment.

This *Community MHz II* is a full-fledged assessment report of 15 community radios (CRs) organized by CRSC/NEFEJ following CRPAS approach in your hand. The approach consists of CR performance assessment followed by support for organizational development (OD). This provides the evidence that CRs do improve their organizational and program performance if given an opportunity and guidance.

As the champion of CR movement in Nepal, CRSC/NEFEJ is committed to help CRs for accountability and sustainability. CRPAS is the widely commended achievement towards this intent. It is all about CR accountability- and, it is a system that equally upholds downward accountability.

In this light CRPAS measures performance of CRs to be accountable and effective. It not only measures the performance, but also shows the areas of improvement and gives pertinent insights for CR practitioners, promoters, regulators, and collaborators. Being a holistic measure, it is, therefore, different from initiatives that identify and address a thematic issue on piece meal basis and provide measures. In so doing, such an approach often runs the risk of overlooking other equally important issues. The approach that CRPAS takes is to assess a radio holistically - in terms of ownership and participation, governance, programs, resource structures, finance, management and networking - and then provide assistance to fill the gaps for sustaining the strengths through organization development support.

We have found this approach highly effective. The assessment report clearly shows that the radios can increase the performance substantially even in a short period. The improvement is

attributable to the CRPAS approach. In the six months time period the radios were assessed, results were disseminated, and organization development input was provided, only to assess again using the CRPAS manual. CRSC took this initiative with a belief that regular feedback on performance reinforces improvement, as it has so tellingly proved with our latest exercise.

A beauty of the system lies in the fact that interested radios or their stakeholders can use the tools (CRPAS and OD guidebook) themselves for self learning, self assessment and improvement - all for upholding the all-important accountability. We consider this works as an incentive for the upkeep of CR performance.

CRSC/NEFEJ would like to take this opportunities to thank Open Society Foundation (OSF) for supporting efforts that have gone into this landmark document. We are grateful to Prof. P Kharel, Prof. Amuda Shrestha, Mr. Rajesh Ghimire and Mr. Suman Basnet for guiding the process as a CRPAS steering committee members. We are also grateful to Mr. Yadav Chapagain, development management and evaluation expert; Mr. Bikram Subba, strategic planning and evaluation expert; and Mr. Binod Bhattarai, media expert for their painstaking efforts to undertake this study successfully. Thanks are also due to the assessors who travelled to different parts of the country to collect data.

We also owe special thanks to Mr. Martin Hala, Ms. Jane McElhone, Ms. Shuwei Fang, Mr. Jonathan Hulland and Ms. Andrea Horvath from OSF for inspiring and motivating us to conduct the study. Our deep thanks also go to Mr. Laxman Upreti, President NEFEJ and Mr. Tika Ram Rai, Executive Director, NEFEJ for facilitating the work. Similarly, we appreciate the contributions of Mr. Prakash Wagle to designing and layout.

Finally, we commend all the stations participating in the assessment, and the focal persons appointed by the stations, for their cooperation and engagement throughout the process, without which the study would not have shaped so well.

Lastly, we earnestly hope that the study will contribute to increasing the number of sustainable community radio in Nepal.

Raghu Mainali  
Coordinator,  
CRSC/NEFEJ



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## *Executive Summary*

The Community Radio Support Centre (CRSC) at the Nepal Forum of Environmental Journalists (NEFEJ) assessed the performance of 15 community radios based on the Community Radio Performance Assessment System (CR-PAS) in 2012. The assessment was a first full-fledged test after a successful pilot of the system in 2011. The radio stations were provided with organization development (OD) support to address the findings of the pilot assessment. The OD support provided the stations with advice and mentoring on improving their structures, systems and processes to meet the requirements of community radios.

The CR-PAS measures the performance of radios using a set of 60 performance indicators in seven performance areas (composites). These include participation and ownership, governance, programs, resource structure and management, station management, financial management and networking. Each composite has three to 14 indicators and scores are given against performance standards and the marks allotted to the indicator. The aggregate score (maximum 100) is the basis for categorizing radios as 'endeavoring, evolving, performing, and model community radios. As designed in the CR-PAS, the aggregate score, the score in a composite and the marks obtained against the standard for each indicator indicate the overall performance rating, capacity gaps or areas for improvement, and improvements over time. The CR-PAS is intended to be a practical tool that the stations could eventually adopt for continuous self-assessment.

A steering committee oversaw the assessment process that was managed by the CRSC with support of two experts and seven assessors who carried out the fieldwork, data analysis, and report writing. For the assessment of each radio, two external assessors and focal persons nominated by the assessed stations were involved. The experts and the CRSC supported this team throughout the study period.

### **Findings and results**

None of the 15 stations scored enough to be included in 'model community radio' category, three qualified as 'performing', four as progressing, two as evolving, and six as 'endeavoring'. If the previous assessment is taken as the baseline then the overall performance of the stations increased - from 44 to 48 - in six months and after the OD input. There has been an upward movement of the stations in terms of categories, as shown by reduction of number of stations in the endeavoring category and increase in the performing category. This suggests that frequent assessments such as this can encourage the stations to improve performance.

The composites in which most stations failed were financial management (7 radios), participation and ownership (5 radios), and resource structure and resource management (3 radios). Two stations failed in governance and there were two failures in the program composite. In networking all the radios appeared to be performing better. The scores of the two assessments show that the average performance score of the 15 radios improved from 44 to 48, and 10 Radios improved their overall performance. Further, some stations that had done better earlier could not repeat their performance in the second assessment.

There are a number of strong areas in which stations were performing well. All the community radios have defined their community and operate with the objective of bringing about social transformation in rural areas through information and communication.

There was noticeable improvement in three composites – participation and ownership, program, and resource structure. The stations held their general assembly regularly, and democratically elected their governing boards, that were largely independent, non-partisan and free from business interests. Apart from the governing board different committees have been established and they were functional. The meetings of the board and committees were regular and done in the manner that is expected. In terms of broadcast content the strong areas included a balance of news, educational and musical programs. There was diversity in content, and the stations exhibited community orientation by promoting local artists and local music, and by highlighting successes and good practices in different aspects of social and community lives. Reorientation of focus on local resource mobilization, thus reducing dependency over external resources and traditional commodity markets, was another notable positive change at the stations. The community stations were putting efforts in strengthening their organizational structure, systems and processes for managing human resources, resources and finance. The stations also collaborated with other agencies for social transformation and for their own organizational strengthening.

However, there were notable weaknesses as well. One of the major weaknesses was low attention of the stations on conducting public consultations for identifying programs, for fixing membership fees and for taking account of public opinion in organization and management. The stations were also reluctant to disclose information (financial position, sources of finance and plans) to the public. This is considered an important characteristic for a true community radio owned and managed by the community. But because of inadequate transparency, it is likely that the public will not consider the community stations as part of their daily lives and social system. The stations were also weak in conducting meaningful reviews and reflections their status, position and contribution to the society. All the radios depended on external sources and had mobilized very little local resources than what could have been mobilized. Weaknesses in the programs included their excessive dependency on external sources for news bulletins, and the inadequate attention to promote local artists and local languages, and local culture and traditions.

## Factors contributing to performance

The major contributing factor for the improvement of performance of the radios was the successive CR-PAS assessments, and the OD intervention. Before CR-PAS, in absence of performance standards, there were no criteria decide whether a radio was performing as expected of community radios. Other critical factors associated with performance are the prevailing law and policy that do not clearly define community radio, and do not require the stations to function like true community stations. Further, the ownership structure that is not under the control of radio workers, who generally have low skills in organization and management, and programming, and also have varied understanding of the concept of community radio.

## Effectiveness of the CR-PAS

The effectiveness of CR-PAS as a performance measurement tool has now been established. In regard to the appropriateness of the tool, it provides opportunity to the managements and boards to clarify their roles, and reflect on their contributions to the operation of a radio, and identify capacity gaps and strong areas of performance. The seven composites areas cover all the major dimensions of performance, and are comprehensive and balanced. However, the 2011 study and this one, maintain that the manual (the composites, indicators, weightage and the processes combined) need to be dynamic, and therefore should be continuously reviewed and revised, to accommodate the changes taking place, and for being responsive to the developments relating to community radio.

CR-PAS serves not only as a performance assessment tool but can also serve as a scorecard tool for management improvement. With the help of the CR-PAS, the community radios in Nepal can develop their own targets and use scorecards to rate themselves for strengthening management. In this sense it is an empowering tool for radio promoters, workers and even communities where the stations are located.

## Recommendations

The assessment report has made specific recommendations relating to law and policy, those addressed to donors, individual stations, and the CRSC/NEFEJ. The major recommendations are:

**Policy makers:** The recommendations to the policy makers are adequately captured by the 2011 assessment report. They are:

- Formulate a comprehensive broadcasting law
- Revise the licensing system to ensure equal opportunity for all citizens to participate in community radio
- Ensure clear provisions that apply to different types of broadcasters

**Development partners/promoters:** The following the recommendations pertain to the development partners/promoters of community radios:

- Support the continuation of the CR-PAS assessments at all stations
- Make CR-PAS a mandatory tool for capacity identification, and supporting community radios
- Combine CR-PAS with OD interventions
- Run programs for strengthening the demand side by educating communities for demanding information rights, and through programs on radio (media) literacy

**Individual radios:** The recommendations to individual radios are:

- Sign up voluntarily for a CR-PAS assessment
- Establish mechanisms to begin enlisting members of community radios
- Address the weak areas identified by the CR-PAS with the help of the OD guidebook
- Organize and participate in advocacy programs for revising and reforming laws
- Run campaigns against social evils as public service initiatives

### **CRSC/NEFEJ:**

The following are recommendations to the CRSC/NEFEJ:

- Continuously update the CR-PAS using feedback from the pilot assessment
- Make CR-PAS assessments mandatory for assisting/ supporting community radios
- Prepare self-assessment kit for radios on CR-PAS
- Develop village radio journalists.
- Document good practices and disseminate them
- Continue organizing training for station managements and staffs
- Conduct Research and Development (R&D) on sustainability of community radios.



*Context* 1





## 1.1 Introduction

This document reports on the assessment carried out during 2012 on the performance of 15 community radios based on the Community Radio Performance Assessment System (CR-PAS) developed by Community Radio Support Centre (CRSC) of NEFEJ. The CR-PAS seeks to measure performance of radio stations to assess the degree of fitness and “community-ness” in terms of their governance, management, finance, and programs.

The assessment of the 15 community radios was a full-fledged assessment. The assessment sought to assess the change in performance between the pilot assessment done in 2011 and this assessment after all stations had attended in intensive organization development (OD) workshops organized by the CRSC. At the OD workshops, the participants had reflected on the result of the first assessment, examined their existing systems and processes, identified what they could improve, and worked out systems and procedures for strengthening their organizations, and for addressing the gaps identified by the 2011 pilot assessment.

### Organization of the report

The report is organized in five sections. Section one provides the context, an overview of the CR-PAS, and the assessment process. Thereafter, in section two and three it reports on the findings and analysis in general, and performance of the individual stations, in particular. Section four discusses the performance factors and the conclusions and recommendations. The final section contains the references and annexes.

## 1.2 Community Radio Performance Assessment System

### 1.2.1 Conceptual framework

The CR-PAS offers a means to record and analyze the performance of stations in seven key performance areas – participation and ownership, governance, radio programs, resource management, station management, financial management, and networking – aimed at providing indications on the relevance, efficiency, effectiveness and sustainability of a radio station. The CR-PAS is intended to be a practical tool that the stations can eventually adopt for continuous self-assessment, learning and improvement.

The CR-PAS framework has 60 indicators carrying 100 full marks. The aggregate scores serve as a basis for suggesting the performance of the stations in terms of a ranking. By the framework, a radio requires a minimum of 35 marks. Those failing to do so are categorized as “endeavoring” community radios. A score between 35 and 44 would place the radio in the “evolving” category, while a score of 45 to 59 is categorized as a station “progressing” towards community radio ideals. Likewise, a score of 60 to 79 would place the station as a “performing” community radio and a score of over 80 would make it a ‘model’ radio. The assessment provides participating stations a basis to compare performance over time, and to assess whether their overall performance has improved, remained the same or deteriorated compared to the last assessment. The ranks and categories seek to serve the assessed radios as a means for self-assessment to provide a basis for taking corrective measures.

The system objectively measures the radios in terms of indicators that are directly attributable to their performance and are in their control – indicators that demand contributions of other social actors are not included. The assessment focuses on the efforts of participating stations and therefore is equally applicable to all radios whether they are urban or rural, located in the hills or the plains, and irrespective of broadcast hours. The underlying idea adopted while preparing the framework was that good operating processes eventually lead to better performance and results. Therefore, it is based on the belief that the operating structures, systems and processes with regard to various aspects of radio management are critical determinants of an effective radio.

The assessment framework can serve the interest of a wide range of stakeholders. For promoters and supporters of community radio in Nepal it can assist in the identification of capacity gaps to determine a basis for support. It serves the individual stations because it provides them a road map for identifying and addressing areas that need improvements to enable them to serve their communities better. The CR-PAS can also serve the State and regulator (when Nepal has one). For the State, the assessment outcomes can help it select partners for development messaging and support, and for regulators, as a basis to continuously monitor performance of individual stations.

### ***1.2.2 Objectives of CR-PAS***

Essentially, the assessment system aims to reward good performance. The CR-PAS intends to provide positive reinforcement to participating community radios. The thinking is that if and when stations know beforehand what behaviors lead to winning the recognition of being a better community radio they will then make efforts to improve, which ultimately results in better performance. The main objectives of the CR-PAS are to:

- Promote incentives for stations (as an organizations) to improve in key performance areas
- Supplement capacity needs assessment and monitoring and evaluation systems
- Improve management and organizational learning
- Strengthen the capacity development efforts (focus and incentives for efficient use), and
- Improve accountability (upwards and downwards), and community ownership and participation.

The CR-PAS was developed at a time when Nepal lacked (and still lacks) a clear legal definition and policy on community radios, even though community stations differ from other FM radios in terms of their nature and objectives. It promises to provide inputs for formulation of policies and laws pertaining to community radios, and also to continuously monitor performance to ensure that the radios continue to serve their communities in the manner the community would want them to.

### ***1.2.3 Overview of CR-PAS***

The CR-PAS involves an assessment of the performance of community radios based on 60 indicators grouped under seven performance areas or broad categories – community participation and ownership, governance, radio programs, station management, resource structure and

resource management, financial management, and networking. The assessment framework is based on nationally and internationally accepted norms and standards of good broadcasting combined with the ideals of community radio, and good management practices. These have been translated into objectively measurable indicators, which is the basis for measuring performance. The CR-PAS scoring system and corresponding indicators are summarized in Table 3.

*Table 3 | CR-PAS composites and indicators*

<i>Performance areas (Composites)</i>	<i>Score</i>	<i>Minimum score required</i>	<i>Number of indicators</i>
Participation and ownership	20	7	7
Radio governance	15	5	12
Radio programs	25	8	14
Resource structure and resource management	15	5	7
Radio station management	10	4	10
Financial management	10	4	7
Networking	5	2	3
<b>Total</b>	<b>100</b>	<b>35</b>	<b>60</b>

Each performance area has three to 14 indicators with different scores depending on the importance of the indicator to an effective community radio. Moreover, the CR-PAS has defined the score to be assigned to an indicator for a given performance level. The performance of the radio is ascertained based on evidence: the non-availability of concrete evidence to prove performance is taken as non-performance, even if the radio may be doing well in practice. This approach is expected to force radios that operate on an ad-hoc basis to set up and rely on systems. The participating stations can obtain a maximum of 100 points. Based on this, they are then categorized into five groups – endeavoring, evolving, progressing, performing, and model community radios.

### 1.3 Assessment Process

The assessment was based on the requirements spelled out in the CR-PAS manual. It was carried out under the overall direction of a steering committee appointed by the CRSC/NEFEJ. The five-member committee included representatives from NEFEJ, CRSC, the academia and journalism (**Names of the steering committee members is provided in Annex 6.1**)

The steering committee took charge of the assessment process, and provided overall guidance to the management team, which included the external professionals and the CRSC team. The CRSC managed the assessment by engaging experts and trained assessors for quality assurance and reporting. The following sections describe the assessment methodology.

### ***1.3.1 Preparation***

The CRSC appointed two experts, to facilitate and lead the process, and seven trained assessors for carrying out the assessment. The experts were individuals who were involved from the conceptualization of the CR-PAS and the pilot assessment. Similarly, the assessors were also involved in the pilot assessment (2011). The CRSC coordinator was responsible for managing the process, including organizing the training of assessors in collaboration with the experts. The format for reporting on the indicators was refined during the training.

The radios participating in the assessment had participated in the pilot assessment in 2011. They were informed about the timeline for the assessment, and were requested to identify the focal persons. The role of the focal person was to function as an internal team member for the assessment. As in the previous assessment, the radio appointed the Station Manager as the focal person. The focal persons for all stations were the same as the 2011 assessment except for Radio Sagarmatha and Radio Menchhyayem where the station manager were new. The names of the people involved and date of the assessment is given in Annex-6.1.

### ***1.3.2 Field work and information collection***

A team of two assessors was carried out the assessment at each participating radio. A member was designated as the team leader. Each team had three members including the focal persons as an internal assessor.


The external assessors, along with the focal person, prepared a time-plan for the assessment, in consultation with the CRSC and experts. The assessment was completed on time, as planned. It was agreed that the team visiting the stations carry out the assessment and provide the preliminary score on the performance to the station, and also share it with an expert in Kathmandu for observations and comments. The assessment team received the expert's feedback with necessary instructions and suggestions as soon as possible to enable it to finalize the assessment before moving on to the next station.

### ***1.3.3 Quality assurance***

The assessment management team took adequate measures to ensure the quality of the data. This included the preparation of an elaborate manual by CRSC/NEFEJ, selection of competent assessors, and their orientation and training. The on-line support and feedback from the expert to the assessment team while they were at the radio was another quality assurance measure. Officials from CRSC/NEFEJ carried out on-site monitoring visits during the assessment. After all the final assessment scores were in (after completion of the grace periods requested by the participating radios), the CRSC Coordinator and the experts spent a day reviewing data, rechecking scores against evidences, and the consistency of scoring across the different teams.

### ***1.3.4 Analysis of information and reporting***

The scores submitted by the assessors were compiled using a spreadsheet. The scores of the assessment, that of the previous assessment, the report of the assessors and their observations, as well as the feedback the management team received were the basis for the analysis, and the conclusions and recommendations. A final draft report was submitted to the Steering Committee – this report has incorporated the comments from the committee.



*Analysis And  
Findings 2*



## 2.1 Overall performance

The CR-PAS uses seven key composites or categories to measure the performance of radios. The categories are: Participation and ownership, governance, programming, resource structure and management, station management, financial management and networking. The scores are assigned based on the 60 indicators clustered in the seven composites. Table 2.1 provides the

**Table 2.1** | Overall scores of participating radios

Composites	PO	RG	RP	RS&M	SM	FM	N	Total	Total of CR-PAS 2011	CR-PAS Category.
Total Score	20	15	25	15	10	10	5	100		
Minimum required score	7	5	8	5	4	4	2	35		
Sagarmatha	8	10	11	5	6	3	4	47	62	D
Menchhyayem	9	7	13	9	8	5	4	55	63	C
Marsyangdi	5	10	9	6	5	3	2	40	30	E
Sumhatlung	7	5	10	7	5	2	3	39	48	E
Jagaran	2	1	2	4	3	4	4	20	34	E
Vijaya	13	10	18	12	10	7	4	74	56	B
Lumbini	13	15	17	8	8	3	5	69	64	C
Bheri	5	1	2	2	1	2	4	17	32	E
Himchuli	2	6	9	2	5	3	3	30	19	E
Namobuddha	5	7	11	5	6	5	4	43	29	E
Rupakot	16	10	13	9	9	4	4	65	55	B
Purwaanchal	9	9	12	7	4	2	5	48	37	D
Samad	11	9	15	10	5	6	4	60	50	B
Sindhuligadhi	8	6	14	11	5	4	3	51	41	C
Solu	7	9	11	11	8	6	4	56	39	C

*PO: Participation and Ownership; RG: Radio Governance; RP: Radio Programs; RS&M: Resource Structure and Management; SM: Station Management; FM: Financial Management; N: Networking.*

### Observation on the performance of community radios

The 15 stations scored an average of 48 on the CR-PAS assessment, with the highest score of 74 and lowest of 17. A comparison of the scores with that of the 2011 assessment revealed the following:

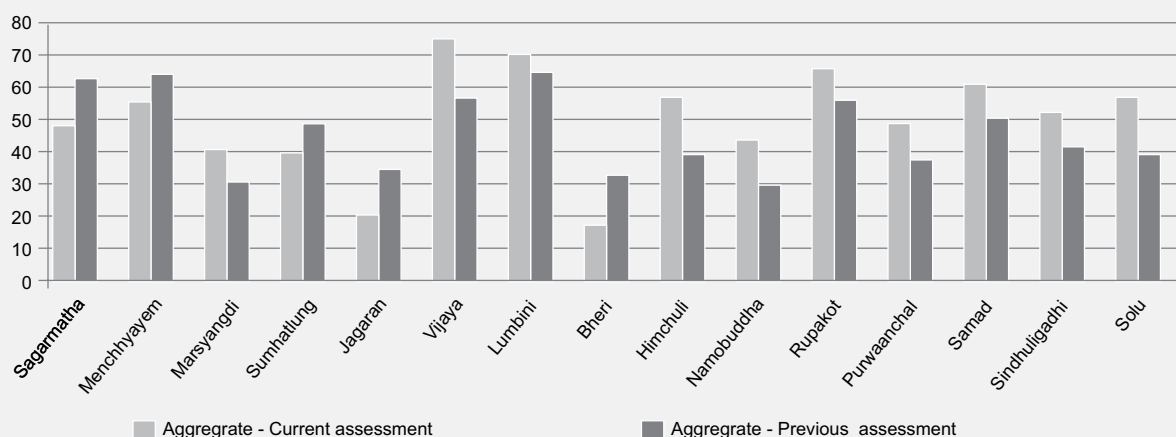
- The average score increased from 44 to 48, suggesting a general improvement of performance.
- The highest score was 74, against 64 in the 2011 assessment. Bijaya FM scored the highest; it was in the fourth place in the 2011 assessment. The score of Bijaya FM increased by 32 percent.
- Change in scores was remarkable – while 10 radios improved their scores, five scored less than what they had scored in 2011. The change in scores is provided in Table 2.2.
- The stations that improved did it by up to 58 percent over their previous scores. The stations with improvement by over 25 percent were Marsyangdi, Bijaya, Himchuli, Namobuddha, and Solu. Himchuli had the highest positive change of 58 percent, followed by Namobuddha 48 percent.
- Five radios with scores lower than the 2011 assessment were Sagarmatha, Menchhayem, Sumhatlung, Jagaran, and Bheri. Bheri's scores were 47 percent lower than in 2011 followed by Jagaran (41%) and Sagarmatha (24%). Radio Sagarmatha and Menchhayem were among the best performers in the previous assessment.

**Table 2.2** | *Change in score from the previous assessment (%)*

<b>Radios with higher scores over the previous assessment</b>	<b>Score in 2012</b>	<b>Change over the previous score (%)</b>	<b>Radios with lower scores over the previous assessment</b>	<b>Score in 2012</b>	<b>Change over the previous score (%)</b>
Himchuli	30	58	Bheri	17	-47
Namobuddha	43	48	Jagaran	20	-41
Solu	56	44	Sagarmatha	47	-24
Marsyangdi	40	33	Sumhatlung	39	-19
Vijaya	74	32	Menchhyayem	55	-13
Purwaanchal	48	30			
Sindhuligadhi	51	24			
Samad	60	20			
Rupakot	65	18			
Lumbini	69	8			

Figure 1 provides the comparative aggregate score of the radios in the 2011 and 2012 assessments.





### 2.1.1 Categorization of radios

The overall performance of the participating stations and their CR-PAS category is provided in Table 2.3. As in the previous assessment, none of the assessed stations obtained a total score to come under category A: or model community radio station.

**Table 2.3** | *Radios under the different categories of CR-PAS*

Category of Radios	Categorization criteria	Number	Remarks
Endeavoring CRs (Category E)	Total score below 35; or between 35 to 44, but not meeting the minimum score in all 7 composites	6	3 scored below 35; 3 between 36 and 44 but did not score the minimum in all composites. In the first assessment, there were 8 radios in this category.
Evolving CRs (Category D)	Total score between 35 to 44; meeting the minimum score in all 7 composites	2	Both obtained between 45 and 59 but did not score the minimum in all composites. There were 3 in this category in the first assessment

**Table 2.3** | *Radios under the different categories of CR-PAS*

Category of Radios	Categorization criteria	Number	Remarks
Progressing CRs (Category C)	Total score between 45 to 59; or between 60 to 79 but not meeting the minimum score in all 7 composites	4	3 obtained between 45 and 59, and one between 60 and 79 but did not score the minimum in all composites. There were 2 in this category in the first assessment
Performing CRs (Category B)	Total score between 60 to 79; but not meeting the minimum score in all 7 composites	3	Three radios in this category obtained aggregate scores of 60, 65 and 74. There were 2 in this category in the first assessment
Model CRs (Category A)	Total score above 80 and meeting the minimum score in all 7 composites	0	There were none in this category in the first assessment as well.

### **Performance of six stations under category E (Endeavoring)**

- Three stations scored below 35 and four scored over 35 but did not score the minimum required in all composites.
- The three that scored 35 were Jagaran, Bheri, and Himchuli, which were also in this category in the previous assessment. While Himchuli improved its aggregate score the other two scored lower than what they had in the last assessment. Of these three:
  - Jagaran (score 34) failed to score the minimum in participation and ownership, governance, programs, station management and resource management. Bheri (score 17) failed in all composites that Jagaran failed and also in financial management. Himchuli, which had failed in all composites in the earlier assessment, failed only in three – participation and ownership, resource structure and financial management.
- Four radios (Marsyangdi, Sumhatlung, Namobuddha, and Purwanchal) had aggregate scores of over 35 but since they could not obtain the minimum scores in all composites, they fell in category E. There were three stations with similar characteristics in the 2011 assessment. Purwanchal was one of them. Two stations (Solu and Sindhuli) moved up while three stations moved into the category.
  - Among the three in this group, Sumhatlung (score 39) failed in financial management, Namobuddha (score 43) in participation and ownership, and Marsyangdi (score 40) failed in both of these composites.

### **Performance of two stations under category D (Evolving)**

Sagarmatha (score 47) and Purwanchal (score 48) fell in category D (Evolving). Both failed in financial management.

### **Performance of four stations under category 'C' (Progressing)**

- Three stations - Menchhayam (score 39), Sindhuligadhi (score 51) and Solu (score 56) - obtained aggregate scores needed for the category and succeeded in all composites. Compared to the previous assessment, two stations have improved their aggregate score noticeably and have moved up in the category.
- One station - Lumbini (score 69) failed in financial management. Lumbini had improved the aggregate score but since it failed to obtain the minimum score in financial management, it could not move up in the category.

### **Performance of three stations under category 'B' (Performing)**

Samad (score 60), Rupakot (score 65) and Bijaya (score 74) secured places in category B. All three moved up significantly compared to the previous assessment.

#### **2.1.2 Overall observations**

- Upward movements are noticeable, though none of the stations have yet reached category 'A' or the score needed to be categorized as a model radio. This suggests that frequent assessments can encourage the radios to improve performance.
- The number of radios in the endeavoring category still remains high, though it has come down by two (or 25%)
- The composites in which most stations failed were financial management (7 radios), participation and ownership (5 radios), and resource structure and resource management (3 radios). Two stations failed in the governance and program composites.
- Room for improvement – the average score was 48 this is also the median value of the scores. This means half of the radios are below this score. Three radios could not even obtain the minimum aggregate score of 35.
- There was an imbalance in performance, composite-wise. One station that scored the second highest total was unable to obtain the minimum required in one composite.
- There was also a swing in performance: those that did better earlier could not repeat the performance this time.

#### **2.2 Composite wise performance of the radios**

The CR-PAS assessment measured the performance of radios in all seven functional areas (composites) - participation and ownership, governance, programming, resource structure and management, station management, financial management, and networking - using 60 indicators. Table 2.4 reports the average score of the 15 CRs in all performance areas.

**Table 2.4** | *Performance of stations by composites*

Composite	Full Score	Performance scores of the radios in percentage ( N=15)					
		Average-I	Average - II	Min.	Max.	Median	Deviation
Participation and ownership	20	43	40	10	80	40	20
Radio governance	15	47	51	7	100	60	24
Radio program	25	43	45	8	72	44	18
Resource structure and management	15	44	48	13	80	47	21
Station management	10	48	59	10	100	50	24
Financial management	10	30	39	20	70	40	16
Networking	5	61	76	40	100	80	15
<b>Total</b>	<b>100</b>	<b>44</b>	<b>48</b>	<b>17</b>	<b>74</b>	<b>48</b>	<b>17</b>

**Note on the statistical terms:**

- Min (minimum): the lowest value in a series of data. In this case it is the lowest score of the 15 radios.
- Max (maximum): the highest value in a series of data. In this case it is the highest score of the 15 radios.
- Average: the arithmetic average of the scores of 15 radios. Average-I and Average-II refer to the average scores of radios in the first assessment and second assessment.
- Median: the numerical value separating the higher half of a sample from the lower half. In this case it is the middle score of the 15 radios - half of them have scored higher than the middle value.
- Deviation: shows the variation from the average (or the mean). In this case, it shows how the scores vary from the mean. Low deviation means radios were similar in performance and high deviation means that the stations had major changes in performance.

**2.2.1 Observations**

Table 2.4 shows that,

- The average score of the 15 radios in this assessment was 48 percent. However the deviation is high (17), as the total scores range from 17 to 74 percent. The median value of the score is 48, which means that half of the stations scored below this figure.
- Minimum scores were seven and eight percent in radio governance and radio program composites. In networking the minimum score of the 15 radios was above the minimum

required by CR-PAS. There were no zero scores, whereas in the earlier assessment the radios had zero in three composites. This indicates that radios were giving balanced attention to different performance areas.

- While the median value of the score was 48, it was 80 percent in one composite (networking) and 60 in governance. In five other composites the median value was closer to the overall median value (48). This shows that half the radios were performing at less than 50 percent of the standard set by CR-PAS.
- In five of the seven composites, the maximum score was 80 percent or more – 80 percent in two participation and ownership and resource structure; and 100 percent in networking, station management and governance. This suggests that there are stations that are performing like model radios in some of the performance areas. However, there is no consistency in performance across all indicators: some radios that scored highest in one indicator failed to obtain the minimum requirement in another.

### **2.3 Indicator wise performance**

The analysis included assessment of performance in all the seven areas. The results are presented in Table 2.5 through 2.11, showing the indicator and the total score for each indicator. Two other columns provide the median score for two assessments (Median-I provide the score for the assessment carried out in 2011 and Median-II for this assessment). The next three columns provide the number of radios securing full score, something in-between, and zero for each indicator. Observations of researchers, trends or tendencies with regard to the indicator-wise performance are also reported.

#### ***2.3.1 Performance in participation and ownership***

This composite carries 20 of the total 100 points. There are seven indicators under this composite each with a maximum score of 2, 3 or 4, depending on their importance. The indicators emphasize the need to define the community for broadcasting, efforts to expand membership and the composition of members to reflect the population mix of the community, volunteerism, and community consultations and involvement of community in the management of the station.

**Table 2.5** | *Performance in terms of participation and ownership*

CR-PAS indicators	Number of radios that obtained (N=15)					
	Total score	Median -I	Median -II	Full score	In-between score	Zero score
1.1 The radio has defined, and publicly announced, its community for its broadcasting.	2	2	2	9	6	0
1.2 Membership is open to all persons belonging to the defined community, and the radio publicly invites all to take membership from time to time.	2	1	1	3	8	4
1.3 The structure of the general assembly is inclusive reflecting the composition of the target population in terms of class, ethnic, linguistic, gender and geographic characteristics.	4	2	2	3	8	4
1.4 The radio has put in practice a system and mechanism of deciding the membership fees in consultation with the people in the defined community.	2	0	0	0	2	13
1.5 Radio organizes at least one public hearing each year in different locations/clusters of the targeted geographic area.	3	1	0	1	2	12
1.6 Radio has clearly defined the role, responsibility, and working guideline relating to volunteers and the amount of their contribution in radio operations such as program, accounting, resource mobilization, and station management, and the status of which is assessed in routine review meetings.	3	0	2	4	6	5
1.7 A mechanism is designed to receive suggestions, feedback and comments on a continuous basis from different groups (ethnic, class, gender, occupations), and it is functional.	4	1	1	3	6	6

## **Analysis and observations**

### **The scores in the indicators on participation and ownership revealed the following weaknesses:**

- None of the stations scored points in indicator 1.4 (deciding membership fees through community consultations) and 1.5 (conducting public hearing). This shows that they have little or no interaction with the community they claim to be serving. Such a situation can affect community ownership and sustainability of the radio. Similarly, a public hearing could have been an effective mechanism to come closer to the community. It was a weak point that negatively affects community ownership and sustainability.

### **The strong areas of performance were:**

- Definition of community for broadcasting (indicator 1.1) in which no radio scored zero.
- The membership is open and publicly announced in majority of the radios (indicator 1.2). Performance of radios improved in this regard.
- Even though not very purposive, the radios appear to be aware and cautious about making the general assembly of licensee organization inclusive (indicator 1.3).

### **Performance areas where the radios had started moving in a positive direction:**

- The stations had started making volunteer policy (indicator 1.6). Non-clarity about the role of volunteers was a serious outstanding issue. This is one major issue that needs to be addressed.
- The radios had started community consultations (indicators 1.7) on the operation of the radio and, had begun to make provisions for expanding membership (indicator 1.2).

## **Change in performance compared to the 2011 assessment**

There was improvement over the previous assessment in the definition of volunteer policy. Deterioration of performance was noted in terms of organizing public hearings. The performance remained poor in public consultations for deciding membership fees and for program feedback. There was also a huge gap between the average score and the full score in terms of making the general assembly inclusive, and in establishing a functional mechanism for obtaining regular community feedback.

### ***2.3.2 Performance in radio governance***

This composite has 15 of 100 points and includes 12 indicators. Three of the indicators carry two points each and the rest one each. The indicators emphasize formulation of separate operational guidelines, holding of general assembly and periodic election of office holders, avoiding domination of political and economic interest groups in the executive board, declaration of code of conduct for office holders and meetings, and following procedures. There also are indicators that emphasize long and short-term planning, routine communication, and adoption of inclusive principles and preferential treatment of members of marginalized groups.

**Table 2.6** | *Performance in terms of governance*

CR-PAS indicators	Number of radios that obtained (N=15)					
	Total score	Median -I	Median -II	Full score	In-between score	Zero score
2.1 A separate guideline for radio operation is prepared with participation, consultation and involvement of stakeholders and it is followed in practice.	1	0	0	7	0	8
2.2 General assembly of radio takes place at specified time and interval.	1	1	1	10	0	5
2.3 Office holders in the management board are elected following a democratic election process.	1	1	1	12	0	3
2.4 At least 80% members of the radio management board should come from people who are not involved in partisan politics and who have no business interests.	1	1	1	15	0	0
2.5 Different committees are formed according to the defined organization structure.	2	1	1	6	6	3
2.6 A code of conduct for office bearers in leadership positions and staff members is announced and reviewed at least twice a year to see whether it is duly implemented in practice.	1	0	0	4	0	11
2.7 Radio management board meeting takes place with pre-determined agenda regularly as specified in the calendar of operation.	1	1	1	11	0	4
2.8 Plan is formulated based on vision, mission and strategies, and it is in implementation.	2	1	1	6	2	7
2.9 Annual work plan is approved with allocated budget for line items and work is being done accordingly.	1	0	0	7	0	8
2.10 A system is developed, and is functional, to inform 10		1	0	0	5	0
2.11 Radio discloses its accounts and financial status to the public at least twice a year.	1	0	0	1	0	14
2.12 Radio has adopted a policy on inclusion and positive discrimination and work is being	2	1	1	3	5	7



## Analysis and observations

### The scores on individual indicators (Table 2.6) revealed the following weak areas:

- Eleven stations scored zero in indicator 2.6 (formulation and declaration of code of conduct for officials), and 14 in 2.11 (disclosure of accounts and financial status). Similarly, 10 radios did not make their decision public within a day. It obviously becomes difficult for the public to participate and own a radio if they are not informed on the financial health of the station. Transparency in terms of both intent and action are essential for public ownership and stewardship.
- Eight radios did not prepare annual work-plan and budget (indicator 2.9) and did not have separate operational guidelines (indicator 2.1). This shows that majority radios were run in an ad-hoc manner, which is not a sound organizational practice.

### The strong areas of performance were:

- All 15 radios had boards that were not dominated by political and economic interests (indicator 2.4).
- At 10 stations the general assembly met at specified time and intervals, in 11 the board meetings took place as prescribed, and in 12 radios the board members were elected through a democratic process (indicators 2.2, 2.7 and 2.3).

### Performance areas where the stations had begun moving in a positive direction:

- Different committees were formed (indicator 2.5), separate operating guidelines were prepared (indicator 2.1), planning was done based on the vision and mission (indicator 2.8), and inclusive policies were being adopted (indicator 2.12).

### Change in performance compared to the 2011 assessment

- No difference in the median value was observed. This means that the number of radios falling below the median value remained the same.

#### *2.3.3 Performance in radio program*

This composite has 25 out of 100 points. This has the highest weightage in terms of scores allotted, as it is the most important performance area in the CR-PAS. There are 14 indicators to measure performance in programming and each indicator has one to three points. The indicators emphasize broadcast of news and information, educational and musical programs in a balanced manner, and periodic review and improvement of programs based on community needs and priorities. They also require radios to formulate and declare program code of conduct, and carry out regular assessments of program impact. Within different program categories the indicators emphasize a balance of content in terms of spatial and thematic coverage, and diversity. The indicators demand an appropriate mix of thematic and spatial issues, and promotion of local language, culture, and local artists. The performance scores under each indicator in this category are provided in Table 2.7.

**Table 2.7 | Performance in radio program**

CR-PAS indicators	Number of radios that obtained (N=15)					
	Total score	Median -I	Median -II	Full score	In-between score	Zero score
3.1 Radio should generally dedicate 15 to 25% of broadcast time for news and information programs, 25% to 35% for educational and 40% to 60% for musical programs.	2	0	1	6	2	7
3.2 Radio holds a review meeting at least once every four months for taking program decisions, monitoring and for improvement.	2	1	2	8	4	3
3.3 Radio has announced its program code of conduct and carries out an assessment of the same at review meetings.	2	1	1	2	11	2
3.4 Radio has publicly called for stakeholder suggestions and revises program schedule (grid) at least twice a year with their involvement.	3	0	1	1	7	7
3.5 Radio carries out impact survey of its programs.	1	0	0	2	0	13
3.6 With regard to news and information programs the news policy has clearly specified the proportion of broadcast content in terms of subject or spatial matters and is assessed at review meetings	2	1	2	9	4	2
3.7 With regard to news and information programs less than 20 percent of the total time is given to any subject out of the total time available for news and information	1	1	1	10	0	5
3.8 With regard to news and information programs the station itself produces and broadcasts 100% of the news bulletins	2	0	0	1	0	14
3.9 With regard to educational programs: a) educational program policy has clearly specified proportion of broadcast content (such as ideological/theoretical, technical, practical, good practices) and is assessed at review meetings	2	1	1	3	6	6

**Table 2.7 | Performance in radio program**

CR-PAS indicators	Number of radios that obtained (N=15)					
	Total score	Median -I	Median -II	Full score	In-between score	Zero score
3.10 With regard to educational program less than 20 percent of the total time is given to any subject, of the total time for news and information materials	1	1	1	11	0	4
3.11 With regard to educational program the radio has specified the proportion of the programs in local languages and this is assessed at review meetings	2	1	1	2	8	5
3.12 With regard to musical programs at least 20 percent of the total musical programs is dedicated to folk and traditional programs created by local artists	2	2	2	8	5	2
3.13 With regard to musical programs at least 25 percent is produced and broadcast in local languages	2	1	1	3	9	3
3.14 With regard to musical programs radio has set aside broadcast time for programs in the local languages proportionate to the population (served)	1	0	0	0	0	15

### Analysis and observations

The scores in the indicators revealed the following weak spots in programming. It is worth noting that these three areas were also weak in 2011.

- The median score in three indicators was zero. These indicators are 3.5 (impact survey of programs), 3.8 (100% self-production of news bulletins), and 3.14 (time for musical programs proportionate to ethnic composition of the population served).
- All 15 stations did not broadcast musical programs proportionate to the ethnic composition. And, 14 of the 15 did not produce all news bulletins by themselves.
- Thirteen radios did not have a practice of gauging the impact of their broadcasts on the community (indicator 3.5).

**The strong areas of performance were:**

- More than 10 radios had news and information, and educational program content on diverse subjects (indicators 3.6, 3.7 and 3.10). This shows that the radios were aware of the need have content in diverse areas of community interest.
- Thirteen radios provided space to local artists in musical programs (indicator 3.12)
- Twelve stations held program review meetings periodically (indicator 3.2). Though the number of radios remains the same, the median score had improved since the 2011 assessment.

**Performance areas where the stations have begun moving in a positive direction:**

- Many radios were allocating their broadcast time in the manner compatible with the CR-PAS conditions (indicator 3.1).
- The radios had publicly called for suggestions from stakeholders on programs (indicator 3.4)
- A few radios had carried out some impact studies of programs (indicator 3.5)
- The radios had begun announcing program code of conduct (indicator 3.3)
- Policy for educational programs was defined (indicator 3.9)
- A number of radios had begun broadcasting musical programs in local languages (indicator 3.13), and 10 had specified the time for educational programs in local languages (indicator 3.11).

**Change in performance compared to the 2011 assessment**

- The allocation of broadcast time by radios for news and information, education and musical programs had improved. Similarly, more radios had started to organize review meetings to take decisions about programs, monitoring, and improvements. Another remarkable improvement was the increase in the number of stations that publicly called for stakeholder suggestions as inputs for reviewing program grids routinely. The radios had policy with regard to diversity of information and news program content in terms of ethnicity, geography and subject matter.

***2.3.4 Performance in resource structure and resource management***

This composite has 15 out of 100 points. It has seven indicators to measure performance carrying 1, 2, and 3 points. The indicators emphasize the need to diversify sources of income, make efforts to tap non-traditional sources, and focus on avoiding excessive reliance on any single source. The scores of the stations for each indicator are provided in table 2.8.

**Table 2.8** | *Performance on resource structure and management*

CR-PAS indicators	Number of radios that obtained (N=15)					
	Total score	Median -I	Median -II	Full score	In-between score	Zero score
4.1 A separate unit is created for resource mobilization, and it is functional.	2	1	1	7	5	3
4.2 Radio has assessed local resource potentials and has prepared annual plan for resource mobilization.	2	0	1	4	5	6
4.3 The actual volume of local resource mobilized should be equal to or more than 80 percent of the projected amount (target) set out in the annual plan.	3	0	0	2	1	12
4.4 The radio's income from advertisement from traditional commodity market is less than 50 percent of the total income from operations for the year.	2	2	2	10	0	5
4.5 No single source (individual or organization, company, or firm) has more than 15% share in the radio's total income from operations.	2	2	2	9	0	6
4.6 The income from innovative and creative sources is increasing compared to the average of the income from such sources during the three years.	3	0	2	7	3	5
4.7 Radio carries out an assessment of the structure of its resources and its mobilization status at least once every three months.	1	0	0	3	0	12

### Analysis and observations

#### The scores in the indicators revealed the following weak areas:

- Twelve radios had no practice of assessing the resource structure, or resource mobilization status (indicator 4.7).
- Again, 12 radios either did not prepare annual plan for resource mobilization or failed to raise local revenue as projected (indicator 4.3).

#### The strong areas of performance in terms of the indicators in the composite were:

For 10 stations income from the traditional commodity market was less than 50 percent of

total income from operations (indicator 4.4). Radios were moving away from dependency on traditional commodity/commercial markets for raising resources from innovative and creative sources (indicator 4.6). This indicates that the radios had started differentiating themselves from commercial radios.

**Performance areas where the stations had begun moving in a positive direction were:**

- Many radios had created unit responsible for resource mobilization and had started to prepare annual plan for resource mobilization (indicator 4.1 and 4.2).
- Radios had started carrying out assessment of resource structure (indicator 4.7)
- For many radios at least half the resources came from a few sources, suggesting a narrow resource base. The narrow resource base indicates their dependency on few sources that could result in financial vulnerability (indicator 4.5).
- Income from creative sources was increasing (indicator 4.6), this was an improvement over the 2011 assessment
- The radios had created resource mobilization units and had annual plans for mobilizing resources (indicators 4.1 and 4.2), which when properly driven can contribute towards improving resource structure, and eventually lead to sustainability.

**Change in performance compared to the 2011 assessment**

- Although no major shift in quantitative terms was noted in this composite, there were some far-reaching changes taking place. Among them were the initiative by radios to assess local resource potential and had increased income from innovative sources (i.e., from non-traditional markets). These were important changes. Since the attitudinal change towards resource mobilization had shown positive results, it is likely that radios would find more resources within the communities they served. This can eventually bring them closer to communities, and also differentiate the community radios from commercial stations.

***2.3.5 Performance in station management***

This composite allots 10 out of 100 points to 10 station management indicators each with one point. The indicators emphasize having a station management and operation manual (or guideline), clearly assigning departmental and individual authority and responsibility, holding regular and systematic staff meetings, etc. Similarly, the indicators require radios to prepare and use equipment maintenance schedules, have objective staff performance evaluations, and maintain personal files of staffs. The performance score of the stations for each indicator are provided in Table 2.9.

**Table 2.9** | *Performance in station management*

CR-PAS indicators	Number of radios that obtained (N=15)					
	Total score	Median -I	Median -II	Full score	In-between score	Zero score
5.1 A written manual for station management is prepared and used.	1	1	1	13	0	2
5.2 A written human resource development plan exists.	1	0	0	4	0	11
5.3 Radio has defined station management (departmental) structure, division of work, authority and responsibility.	1	1	1	13	0	2
5.4 Staff members (and volunteers) at the station are provided appointment letters clearly specifying responsibility, authority, and compensation.	1	1	1	10	0	5
5.5 The radio is operating according to annual plans prepared in at least three aspects – program, physical resource mobilization, and human resource development.	1	0	0	7	0	8
5.6 A routine schedule for equipment maintenance is prepared and is in use.	1	0	0	7	0	8
5.7 A written system is developed and is implemented in practice for providing incentive and opportunities to staff based on performance assessment.	1	0	0	6	0	9
5.8 Personal file of staff members is maintained.	1	1	1	13	0	2
5.9 Staff meeting takes place with pre-determined agenda, regularly and as specified in the calendar of operations.	1	0	1	9	0	6
5.10 Review and assessment should be done with regard to the decisions of previous staff meetings.	1	1	0	6	0	9

## **Analysis and Observations**

### **The scores in this set of indicators revealed following weak areas:**

- Eleven of the 15 radios had no human resource development plan (indicator 5.2), which is an important aspect for an effective radio station.
- Almost two-third of the radios did not have a performance-based incentive system in place (indicator 5.7).
- Eight radios stations did not prepare annual plans for programs, human resource development and resource mobilization (indicator 5.5). The same number of radios had no equipment maintenance schedules (indicator 5.6), or had not worked according to one where they had them. This showed that the radios were not serious about better station management and even about equipment maintenance.
- Nine radios did not have a practice to follow up decisions of previous meetings (indicator 5.10). The overall performance of the radios had deteriorated in this indicator.

### **The strong areas of performance were:**

- Almost all (13 of 15) radios had written management guidelines (indicator 5.1), which was an important step towards systematic management and operations. The same number of radios had defined departmental structures (with roles, responsibility and authority) for station management (indicator 5.2). This was a weak area in the 2011 assessment.
- Thirteen radios had maintained staff personal files (indicator 5.8).
- Appointment letters had been issued to staff and volunteers in 10 radios (indicator 5.4).
- At 10 radios staff meetings took place regularly with agendas. (indicator 5.9)

### **Performance areas where the stations had begun moving in a positive direction were:**

- Some stations had begun assigning responsibility to persons or units within the organization, in writing (indicator 5.3), and had developed systems for staff performance assessment, rewards and punishment (indicator 5.7).

### **Change in performance compared to the 2011 assessment**

- A significant change compared to 2011 was that the radios conducted staff meetings and also reviewed and followed up past decisions. The radios had also improved documentation, and had defined roles and responsibilities of different units.

#### ***2.3.6 Performance in financial management***

This composite has 10 out of 100 – three indicators with two points each and the rest, one each. The indicators emphasize having a policy on resource use, cash flow plan, bank accounts, inventory of goods and equipment, and reserve funds for replacing equipment. The CR-PAS also requires radios to regularly analyze and disclose their financial situation to the community. The performance scores of the stations for each indicator are provided in Table 2.10.



**Table 2.10** | *Performance in financial*

CR-PAS indicators	Number of radios that obtained (N=15)					
	Total score	Median -I	Median -II	Full score	In-between score	Zero score
6.1 A clear financial policy is issued and is in force and clearly specifies where the income from operations and donations will be used.	2	0	0	4	3	8
6.2 Inventory of goods and equipment are maintained, periodically inspected and regularly updated.	1	0	1	8	0	7
6.3 Bank account is opened in the name of the radio and financial transactions are done through the account.	2	2	2	14	1	0
6.4 Cash flow plan is prepared and is used	1	0	0	1	0	14
6.5 Depreciation of equipment, machinery and vehicles is accounted for and a reserve fund for the same is created.	2	0	0	1	0	14
6.6 Radio publishes the status of its monthly incomes and expenditures.	1	0	0	1	0	14
6.7 Radio analyzes its financial situation every month.	1	0	0	7	0	8

### Analysis and observations

The scores in the indicators in Table 2.10 revealed the following weak areas:

- Almost all (14 out of 15) radios did not plan cash flow, had not created reserve fund from depreciation and did not publish monthly income and expenditures statements (indicators 6.4, 6.5 and 6.6). The radios were vulnerable to facing cash shortages.
- Similarly, 14 radios had not maintained reserves for replacing equipment (indicator 6.5); they spent all incomes for routine operations, and often reported inflated surpluses or hid losses. Such accounting does not reflect the true financial position and the stations could face difficulties when they are required replace the equipment and/or vehicles, or when they need funds for emergencies.
- Majority of the radios did not have a clear policy on using income from different sources (indicator 6.1), and they did not analyze their financial situation periodically (indicator 6.7).

**The strong areas of performance were:**

- 14 radios maintained bank accounts and did transactions through banks (indicator 6.3). Only 12 radios complied with this condition in the previous assessment. This is an important step towards systematizing management, which contributes greatly to institutionalization, and towards financial transparency.
- Majority of the radios maintained inventory of goods and equipment, and updated it periodically (indicator 6.2). This was an improvement over the 2011 assessment.

**There are only a few stations that had initiated new steps in this performance composite.**

**The performance areas where the stations had started moving in a positive direction were:**

- The preparation of cash flow plan (indicator 6.4), creating reserve funds for equipment replacement (indicator 6.5) and publishing monthly income and expenditures (indicator 6.6)
- Defining financial policy (indicator 6.1)

**Change in performance compared to the 2011 assessment**

- The performance of the radios had not improved significantly in this composite since the 2011 assessment. However, the improvement was noted in maintaining inventory of goods and equipment, defining clear policy for financial management and opening of and operating bank accounts. These changes are important for better management.

***2.3.7 Performance in networking***

This composite has five of the 100 points and has three indicators. The indicators emphasize on having a clear policy for participating in networks, and working with partners for strengthening radio management and capacity, and for social transformation. The performance score for each indicator is provided in Table 2.11.

**Table 2.11** | *Performance in networking*

CR-PAS indicators	Number of radios that obtained (N=15)					
	Total score	Median -I	Median -II	Full score	In-between score	Zero score
7.1 A clear policy with regard to participating in networks is developed and it is refined/ improved periodically.	1	0	1	11	0	4
7.2 For institutional strengthening, the radio has established partnership with a variety of network partners (advocacy, capacity development, resource mobilization, intellectual resource mobilization) and active working relation is maintained.	2	2	2	10	3	2
7.3 Radio is pro-actively engaged in movements for social transformation in collaboration with different communities and organizations	2	2	2	8	7	0

### Analysis and observations

- The assessment showed no weak area in this composite. The radios in general had improved their performance in indicator 4.1 relating to defining the policy on partnership. There were only three stations having a policy in the 2011 assessment. Eleven stations had such policies in 2012. This shows that the radios had realized the importance of having a policy and had also prepared plans for partnerships.
- Ten radios had partnerships for organizational strengthening. This was also an improvement over the 2011 assessment.
- Eight stations were engaged in some kind of partnership for social transformation (indicator 7.3). There were 14 radios with partnerships for social transformation.

### Change in performance compared to the previous assessment

- With policy in place the radios had guarded themselves from the possibility of mission drift – being attracted by short-term gains irrespective of mission.
- There were an increased number of stations with partnerships for organizational strengthening, and a reduction in number of radios engaged in social transformation. The reason for the change could be: a) the assessors had become more stringent, b) radios had ceased to forge partnerships that were not in line with their policy, and c) some stations that had on-going campaigns had discontinued them over time.



*Performance  
of Individual  
Radio* 3



### 3. Performance of Individual Radio

This section reports on the performance of all radio stations in the assessment. This section is intended to provide feedback to the participating stations on their performance.

#### 3.1 Radio Sagarmatha

Radio Sagarmatha was established in 1997 and is Nepal's first independent radio. The station is run by the Nepal Forum of Environmental Journalists (NEFEJ) and is located in Bakundole, Sanepa. The radio has identified the Kathmandu Valley as its broadcasting community. As first independent radio in Nepal and South Asia, the radio feels that it is its responsibility to lead the community radio movement. It also has an implied role of continuing to remain a model of community radio for new stations at least in Nepal. The station broadcasts for 18 hours every day. The performance of Radio Sagarmatha is given in Table 3.2.1, and is elaborated in the following section.

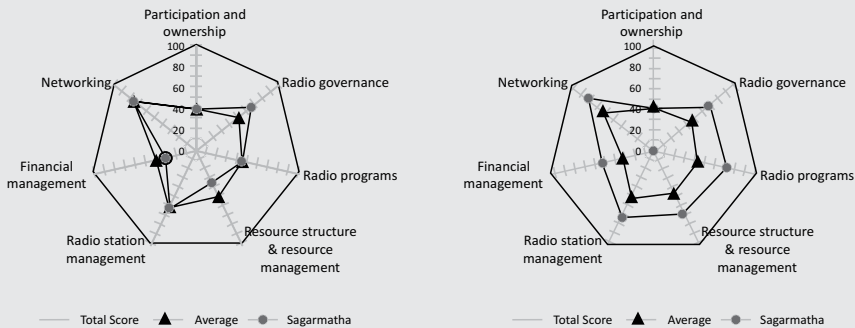
**Table 3.1.1** | *Performance of Radio Sagarmatha by composite*

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	40	40	40	10	80	40	20
Radio governance	15	5	67	67	51	7	100	60	24
Radio program	25	8	72	44	45	8	72	44	18
Resource structure and management	15	5	67	33	48	13	80	47	21
Station management	10	4	70	60	59	10	100	50	24
Financial management	10	4	50	30	39	20	70	40	16
Networking	5	2	80	80	76	40	100	80	15
<b>Total</b>	<b>100</b>	<b>35</b>	<b>62</b>	<b>47</b>	<b>48</b>	<b>17</b>	<b>74</b>	<b>48</b>	<b>17</b>

Table 3.1.1 shows that the total score of the station is slightly below the average of the 15 radios. The score placed it in category D (evolving community radio). It was among the top three stations in the 2011 assessment, when it was in category B (performing radio). Radio Sagarmatha scored higher-than the average in networking, governance and station management. It scored lower in financial management, resource structure, and program. The scores in participation and ownership, financial management, resource structure, and radio program are below par considering its aggregate performance score. The composites are priority areas the station's licensee and management need to focus on because ownership and community participation are vital for the success of a community radio. Chart-3.1 provides the comparative performance scores of the radio in the 2011 and the 2012 assessments.

Chart 3.1 Radio Sagarmatha

### Current Assessment Score 2012      Previous Assessment Score 2011



### Performance of the radio by indicator in each composite

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores for specific indicators is given in Table 3.1.2.

**Table 3.1.2** | *Highest and lowest scores of Radio Sagarmatha*

Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownreship	7	100% score	2	2	1.1, 1.6
		0% score	3	3	1.2, 1.4, 1.5
Radio governance	12	100% score	7	7	2.2, 2.3, 2.4, 2.5, 2.7, 2.10, 2.12
		0% score	5	4	2.1, 2.6, 2.9, 2.11
Radio program	14	100% score	8	3	3.7, 3.8, 3.10
		0% score	2	4	3.1, 3.5, 3.11, 3.14
Resource structure and management	7	100% score	5	1	4.4
		0% score	2	4	4.2, 4.3, 4.5, 4.7
Station management	10	100% score	7	6	5.1, 5.4, 5.5, 5.7, 5.8, 5.9
		0% score	3	4	5.2, 5.3, 5.6, 5.10
Financial management	7	100% score	3	2	6.2, 6.3
		0% score	4	5	6.1, 6.4, 6.5, 6.6, 6.7
Networking	3	100% score	2	2	7.1, 7.2
		0% score	1	0	None
Total	60	100% score	34	23	
		0% score	20	24	



The overall performance of the station had deteriorated since the 2011 assessment – the indicators with 100 percent score earlier had lower scores and those with no scores had increased. The radio was weak in participation and ownership. The radio scored zero in three of seven indicators. Its membership is not open, inclusive and participatory. It does carry out community consultations but and community ownership remains a challenge.

The station had relatively sound governance. However, it scored zero in four of 12 indicators. The weaknesses included inability to have an inclusive board and general assembly, which are structural issues. There were also weaknesses in management such as operating with a separate guideline, preparing a code of conduct for board members and staff, annual work-plan, budget and public disclosure of accounts. Improvement in these governance practices can enhance the credibility and public image of the station, eventually leading to public support, participation and ownership.

The radio's performance in programming was moderate. While it was good at covering a variety of subjects in its information and educational programs, it was not balanced in terms of airtime allotted to news and information, educational, and musical programs. It was weak in broadcasting musical programs in local languages as well. Interestingly, the number of indicators where the station had obtained 100 percent scores had come down significantly from eight to three since the 2011 assessment.

**The resource structure of the station was weak** – in terms of resource diversity and newness – as performance in many indicators had deteriorated since 2011. It had not carried out resource potential studies, and had not prepared annual work plan for resource mobilization. Its income largely came from traditional sources (mainly, commercial advertising), and relied excessively on one source for resources. The station was well managed, but needed improvement in maintenance of equipment and human resource development. In terms of financial management, it was weak in financial policy, disclosing financial status, and creating reserve funds for equipment replacement. The radio scored full marks in networking. There is, however, scope for further improving its financial management and transparency.

### 3.2 Radio Menchhyayem

Located in Terathum District, the radio is run by Menchhyayem Sanchar Sahakari Sastha Ltd. (cooperative). It began operations in Myanglung of Tehrathum District in January 2008. The predominant community of Radio Menchhayam is Limbu, and people from the group outnumber others in its management and operations. The other caste groups of the district are Brahmin/Chhetri, Newar, Magar, Rai, Gurung and Sherpa. The radio is not been as effective as it could have been due to poor communication between management and workers. The station broadcasts for 15.5 hours every day and its performance is given in Table 3.2.1.

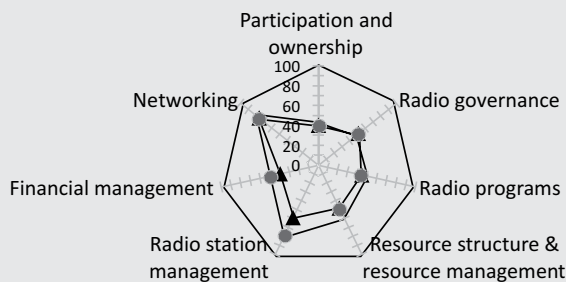
**Table 3.2.1 | Performance of Radio Menchhyayem by composite**

Composite	Reference scores of radios (%) (N=15)								
	Minimum Score	Score (%) Required	Score (%) in 2011	Score (%) in 2012	Mean	Min	Max	Med	Dev
Participation and ownership	20	7	60	45	40	10	80	40	20
Radio governance	15	5	60	47	51	7	100	60	24
Radio program	25	8	52	52	45	8	72	44	18
Resource structure and management	15	5	67	60	48	13	80	47	21
Station management	10	4	80	80	59	10	100	50	24
Financial management	10	4	60	50	39	20	70	40	16
Networking	5	2	100	80	76	40	100	80	15
<b>Total</b>	<b>100</b>	<b>35</b>	<b>63</b>	<b>55</b>	<b>48</b>	<b>17</b>	<b>74</b>	<b>48</b>	<b>17</b>

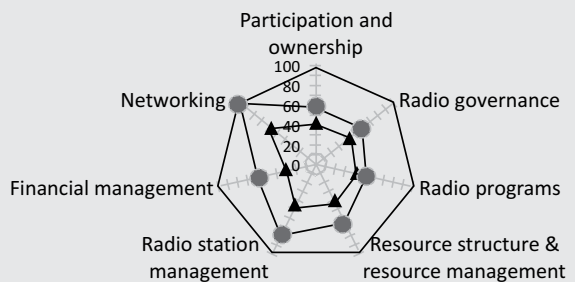
The radio fell in category C; it was in category B in the previous assessment. Its scores in participation and ownership, governance, and resource management had deteriorated. The station scored noticeably higher than average points in station management and financial management. However, it had lower scores in participation and ownership, governance, program, and financial management. These are the priority areas for improvement. Chart-3.2 provides the comparative performance score of the radio in the assessments carried out in 2011 and 2012.

**Chart 3.2 Radio Menchhyayem**

**Current Assessment Score 2012**



**Previous Assessment Score 2011**



— Total Score ▲ Average ● Menchhyayem

— Total Score ▲ Average ● Menchhyayem

### Performance of the radio by indicator in each composite

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. Table 3.2.2 lists the indicators in which the station obtained full scores and those in which it did not score a point.

**Table 3.2.2** | *The highest and lowest scores of Radio Menchbyayem*

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score	3	1	1.2
		0% score	2	2	1.4, 1.7
Radio governance	12	100% score	6	5	2.2, 2.3, 2.4, 2.7, 2.12
		0% score	4	6	2.1, 2.6, 2.8, 2.9, 2.10, 2.11
Radio program	14	100% score	6	5	3.1, 3.2, 3.10, 3.12, 3.13
		0% score	4	5	3.5, 3.7, 3.8, 3.9, 3.14
Resource structure and management	7	100% score	4	3	4.1, 4.5, 4.7
		0% score	1	2	4.2, 4.4
Station management	10	100% score	8	8	5.1, 5.3, 5.4, 5.5, 5.6, 5.8, 5.9, 5.10
		0% score	2	2	5.2, 5.7
Financial management	7	100% score	4	3	6.1, 6.3, 6.7
		0% score	3	4	6.2, 6.4, 6.5, 6.6
Networking	3	100% score	3	2	7.1, 7.2
		0% score	0	0	None
Total	60	100% score	34	27	
		0% score	13	21	

The overall performance of the radio had deteriorated since the 2011 assessment – the indicators with 100 percent scores had lower scores, and those with no score had higher points. In participation and ownership the radio was open for membership and had many provisions for inclusiveness, but it was poor in terms of community consultations and feedback. Its performance had deteriorated since the previous assessment as indicated by the reduced number of 100 percent scores. Though the radio was governed well in terms of having a general assembly and board procedures, it did not have a separate manual for board operations. The radio fared poorly in communicating its decisions and accounts to the public, which could make it difficult for it to obtain full community support.

The programs were sound and the station had allocated broadcast time in a balanced manner to news and information, educational and musical content. As to weaknesses, it did not have mechanisms for incorporating community feedback, and the content under the broad

programming areas were not very diverse. The resource mobilization aspect of the radio was satisfactory, but it needs to give attention to carrying out resource potential studies, and in mobilizing innovative sources. The station was managed well in many aspects, but not as much in human resource development and incentive systems. The radio also needs to put more efforts into strengthening financial management, including inventory management, cash flow projections, creating reserve fund for equipment replacement, and public disclosure of the financial position.

### 3.3 Radio Marsyangdi

Radio Marsyangdi is located at Beshisahar, Lamjung District. The station was established in April 2007. The station is licensed to Samudayik Bikash Tatha Sanchar Kendra, a nongovernment organization. People involved in media and the development sector in the district run the radio. Its objective is to contribute to social transformation through electronic media, and create a civil and responsible Nepali society. It started with four hours of broadcasts using egg-crates and gunny bags sound proofing material and now broadcasts for 17 hours a day with programs in different languages including Gurung and Tamang. Its coverage area largely comprises of Gurungs (e.g., about 25% of the population) and also includes Brahmin, Tamang, Newar, Chhetri, Dalit, and Dura groups. The performance of Radio Marsyangdi is given in Table 3.3.1.

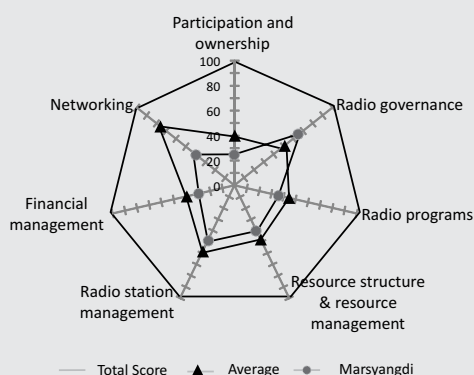
**Table 3.3.1** | *Performance of Radio Marsyangdi by composite*

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	30	25	40	10	80	40	20
Radio governance	15	5	60	67	51	7	100	60	24
Radio program	25	8	24	36	45	8	72	44	18
Resource structure and management	15	5	0	40	48	13	80	47	21
Station management	10	4	40	50	59	10	100	50	24
Financial management	10	4	30	30	39	20	70	40	16
Networking	5	2	40	40	76	40	100	80	15
<b>Total</b>	<b>100</b>	<b>35</b>	<b>30</b>	<b>40</b>	<b>48</b>	<b>17</b>	<b>74</b>	<b>48</b>	<b>17</b>

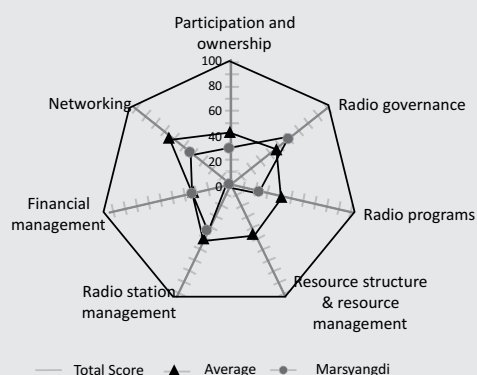
The radio has been categorized as an endeavoring community radio. Its aggregate score was lower than the minimum required by the CR-PAS. The station failed to obtain minimum points required in one of the seven composites – financial management. It had failed to meet the minimum score in five composites in the 2011 assessment. Still, the station has many areas where it needs to focus attention – most noticeable are financial management, participation and ownership, radio program and resource structure. Chart-3.3 provides the comparative performance score of the radio in the 2011 and the 2012 assessments.

Chart 3.3 Radio Marsyangdi

## Current Assessment Score 2012



## Previous Assessment Score 2011



## Performance of the radio by indicator in each composite

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores in specific indicators for Radio Marsyangdi is given in Table 3.3.2.

Table 3.3.2 Highest and lowest scores of Radio Marsyangdi

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score	2	1	1.3
		0% score	5	5	1.2, 1.4, 1.5, 1.6, 1.7
Radio governance	12	100% score	7	8	2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9
		0% score	5	4	2.1, 2.10, 2.11, 2.12
Radio program	14	100% score	3	5	3.5, 3.6, 3.7, 3.10, 3.12
		0% score	9	7	3.1, 3.2, 3.4, 3.8, 3.9, 3.13, 3.14
Resource structure and management	7	100% score	0	2	4.5, 4.6
		0% score	7	4	4.2, 4.3, 4.4, 4.7
Station management	10	100% score	4	5	5.1, 5.3, 5.4, 5.8, 5.10
		0% score	6	5	5.2, 5.5, 5.6, 5.7, 5.9
Financial management	7	100% score	2	2	6.2, 6.3
		0% score	5	5	6.1, 6.4, 6.5, 6.6, 6.7
Networking	3	100% score	1	1	7.3
		0% score	2	2	7.1, 7.2
Total	60	100% score	19	24	
		0% score	37	32	

Overall the radio had improved in many indicators compared to the 2011 assessment – the number of indicators with 100 percent score had increased and those with no score had decreased. In general the radio was weak in participation and ownership, though it obtained full scores for having defined its community and for making the general assembly more inclusive. It was good in governance, but needs to improve in terms of having a guideline for running the radio, developing code of conduct and disclosing the accounts and decisions. It had many good aspects with regard to program, which can be improved further if the radio corrects the balance among news and information, education and musical programs; carries out an impact study, holds regular reviews of programs, produces news bulletins on its own, and gives space to local music and local artists. It had made some progress towards improving resource structure, but needs more attention on resource estimation, planning, and mobilizing local and innovative resources.

Similarly, there are many aspects the radio needs to improve in station management, particularly human resource management – it needs a HRD plan, and performance based incentive systems, among others. For improving financial management it needs to pay attention to the policy making, inventory management, cash flow planning, and plan for equipment replacement and maintenance.

### 3.4 Sumhatlung FM

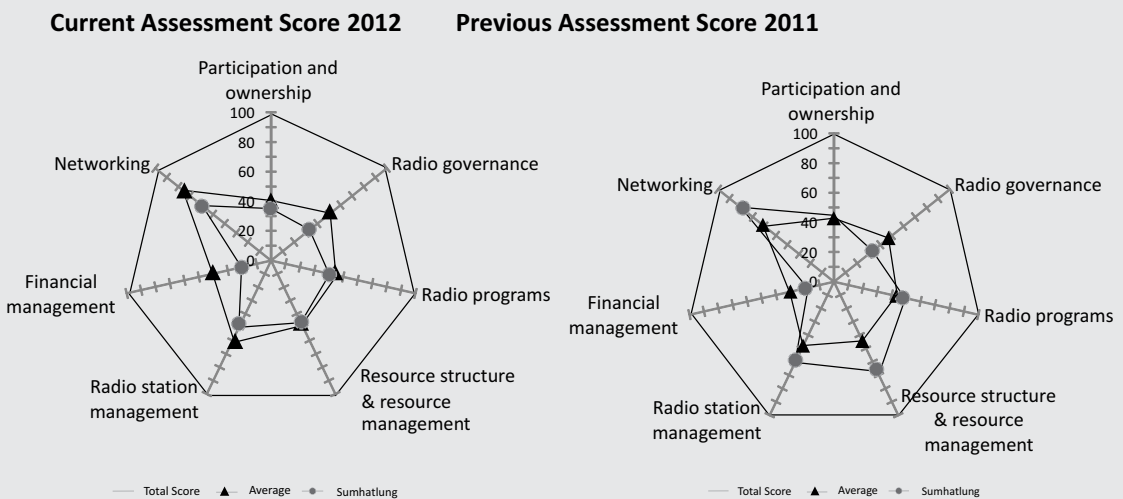
Radio Sumhatlung broadcasts in Panchthar District in the far eastern hills of Nepal. The major population group in the district is Limbu and other major caste groups are Brahmin-Chhetri, Rai, Tamang, Magar, Newar and Gurung. The radio aims to bring local information to the mainstream to help promote and develop social, economic, and cultural development of the community. It seeks increased involvement and ownership of people of its broadcast area, and is licensed through a cooperative. It was established in January 2008 to Samhatlung Sanchar Sahakari Sastha Ltd. (cooperative) and broadcasts for 17.30 hours every day. The performance of the station is given in Table 3.4.1.

**Table 3.4.1** | *Performance of Sumhatlung FM by composite*

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	45	35	40	10	80	40	20
Radio governance	15	5	33	33	51	7	100	60	24
Radio program	25	8	48	40	45	8	72	44	18
Resource structure and management	15	5	67	47	48	13	80	47	21
Station management	10	4	60	50	59	10	100	50	24
Financial management	10	4	20	20	39	20	70	40	16
Networking	5	2	80	60	76	40	100	80	15
<b>Total</b>	<b>100</b>	<b>35</b>	<b>48</b>	<b>39</b>	<b>48</b>	<b>17</b>	<b>74</b>	<b>48</b>	<b>17</b>

The radio fell under category E or an endeavoring radio. The total score of the station was above the average of 39, which is a reduction from 48 in the previous assessment. But it could not meet the minimum required score in one composite, financial management. Its scores were lower in participation and ownership, program, station management and networking compared to the earlier assessment. Therefore, financial management, participation and ownership, governance, program and station management are the priority areas for improvement. Chart-3.4 provides the comparative performance score of the radio in the assessments carried out in 2011 and 2012.

Chart 3.4 Sumhatlung FM



**Performance of the radio by indicator in each composite**

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores on specific indicators for Sumhatlung FM is given in Table 3.4.2.

**Table 3.4.2** | *Highest and lowest scores for Sumhatlung FM*

<b>Performance Composite</b>	<b>No. of indicators</b>	<b>Particulars in terms of Indicators with</b>	<b>No. in 2011</b>	<b>No. in 2012</b>	<b>Reference indicators</b>
Participation and ownership	7	100% score	2	1	1.1
		0% score	2	3	1.4, 1.5, 1.7
Radio governance	12	100% score	4	4	2.2, 2.3, 2.4, 2.7
		0% score	7	7	2.1, 2.6, 2.8, 2.9, 2.10, 2.11, 2.12
Radio program	14	100% score	5	4	3.2, 3.6, 3.7, 3.10
		0% score	5	6	3.1, 3.3, 3.4, 3.5, 3.8, 3.14
Resource structure and management	7	100% score	4	2	4.1, 4.5
		0% score	2	3	4.3, 4.4, 4.7
Station management	10	100% score	6	5	5.1, 5.3, 5.4, 5.8, 5.9
		0% score	4	5	5.2, 5.5, 5.6, 5.7, 5.10
Financial management	7	100% score	1	1	6.3
		0% score	5	6	6.1, 6.2, 6.4, 6.5, 6.6, 6.7
Networking	3	100% score	2	1	7.1
		0% score	1	0	None
Total	60	100% score	24	18	
		0% score	23	30	

The overall performance of the radio had deteriorated since the previous assessment – the indicators with 100 percent score had decreased and those that had no score had increased. The radio had defined its community and had a membership policy. However, it fared poorly in terms of community consultations and feedback, which made it poor in community participation and ownership. The executive board formation and meeting procedures of the station were satisfactory but other governance areas such as preparing separate guidelines, planned operation, and transparency of accounts and decisions need improvements. The areas of improvement in programming include allocating balanced time for news, education and music programs, producing its own news bulletins, carrying out impact studies, involving community in program decisions, and prioritizing local culture and languages, among others.

The radio needs to continue its resource management practice and focus on improving on mobilizing innovative resources, carrying out resource potential studies, and disclosing its financial situation. It had many areas that needed improvement in station management, including the upkeep of equipment and developing human resource development plan, and performance based incentive systems. The radio had a financial policy and reviewed its financial situation periodically but it did not have an inventory of goods and bank accounts, and reserve funds for replacing equipment.



### 3.5 Radio Jagaran

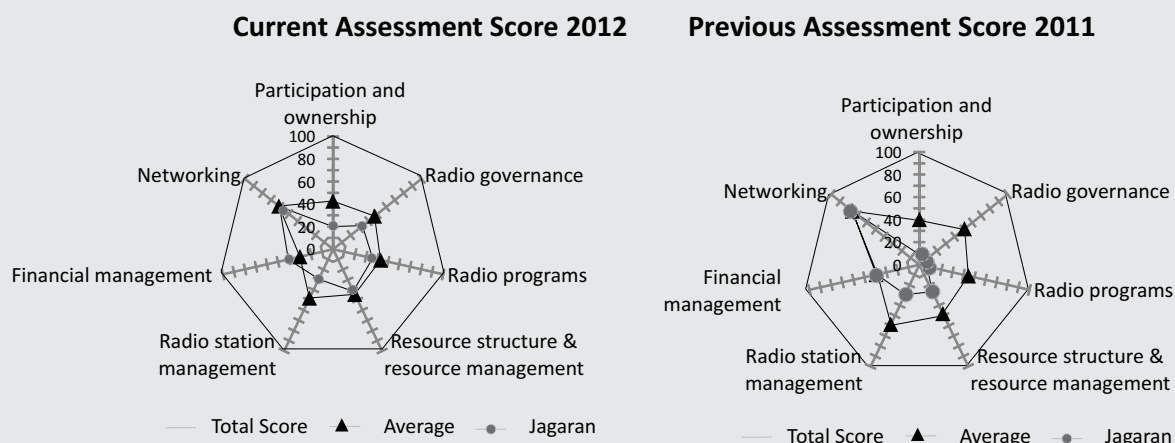
Radio Jagaran was established in December 2007. Jagaran Media Centre, a Kathmandu-based NGO working to promote Dalit rights, runs the station. It is established as a movement against discrimination, to serve as a vehicle for social activism. The radio aims to contribute towards building a just society. The target group is defined as Dalits and socially marginalized communities in Rupendehi, Kapilbastu and Nawalparasi districts (primary target audiences), and also those in Palpa, Gulmi, Arghachhanchi, Dang, and Pyuthan (influence areas). Jagaran said it had a target audience number of around 1.5 million. The station broadcasts for 18 hours every day. “Media alliance against caste based discrimination” is a stated objective of the station. Table 3.5.1 provides the performance of the station in the CR-PAS assessment.

**Table 3.5.1** | *Performance of Radio Jagaran by composite*

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	20	10	40	10	80	40	20
Radio governance	15	5	33	7	51	7	100	60	24
Radio program	25	8	36	8	45	8	72	44	18
Resource structure and management	15	5	40	27	48	13	80	47	21
Station management	10	4	30	30	59	10	100	50	24
Financial management	10	4	40	40	39	20	70	40	16
Networking	5	2	60	80	76	40	100	80	15
<b>Total</b>	<b>100</b>	<b>35</b>	<b>34</b>	<b>20</b>	<b>48</b>	<b>17</b>	<b>74</b>	<b>48</b>	<b>17</b>

The radio has been designated as an endeavoring station, as it was in 2011. Radio Jagaran was unable to obtain the minimum total of 35. It did not meet the minimum required score in four composites – participation and ownership, governance, program and financial management. The score in resource structure was also poor. Therefore all the composites, other than networking, with low scores need attention for improvement. Chart-3.5 provides the comparative performance score of the radio in assessments carried out in 2011 and 2012.

Chart 3.5 Radio Jagaran



### Performance of the radio by indicator in each composite

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores on specific indicators for Radio Jagaran is given in Table 3.5.2.

**Table 3.5.2** | *Highest and lowest scores for Radio Jagaran*

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score 0% score	1 5	0 5	None 1.2, 1.3, 1.4, 1.5, 1.6
Radio governance	12	100% score 0% score	4 8	1 11	2.4 2.1, 2.2, 2.3, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10, 2.11, 2.12
Radio program	14	100% score 0% score	4 7	0 12	None 3.1, 3.2, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, 3.12, 3.14
Resource structure and management	7	100% score 0% score	2 3	1 4	4.5 4.3, 4.4, 4.6, 4.7
Station management	10	100% score 0% score	3 7	3 7	5.1, 5.3, 5.6 5.2, 5.4, 5.5, 5.7, 5.8, 5.9,
5.10					
Financial management	7	100% score 0% score	3 4	2 4	6.3, 6.7 6.2, 6.4, 6.5, 6.6
Networking	3	100% score 0% score	1 1	2 1	7.2, 7.3 7.1
Total	60	100% score 0% score	18 31	9 44	

The overall performance of the radio has gone down since the 2011 assessment – the indicators with 100 percent score have decreased and there was improvement in some indicators where it had not scored good in the past. The participation and ownership of the radio was poor. Its definition of community was poor and station membership was not wide. The station was weak in terms of incorporating suggestions, and involving the community in its affairs. Similarly, through the board was not dominated by political and commercial interests, the performance of the radio in all other indicators under this composite was poor.

Radio Jagaran had much to improve in programs. While it did broadcast news and information, educational, and musical programs, the allocation of time was not as prescribed, and it was also weak in terms of incorporating public opinion in programming, carrying out impact assessments, and in prioritizing the local context, languages and cultures. The resource of the station come from diverse sources – the areas of improvement in this regard are mobilizing resources from innovative sources and reducing dependency on traditional markets. The radio is weak in station management in general – the areas for improvement include human resource development planning, annual planning, and internal communications (staff meetings).

The station did not have a financial management policy, and did not review its financial status periodically. It had forged partnerships for organizational strengthening and for social transformation but it was done in an ad-hoc manner or without proper plans.

### **3.6 Vijaya FM**

Vijaya FM at Gaidakot, Nawalparasi District was established in August 2004. The Vijaya Community Information and Communication Cooperative Society Limited (VICCOL) runs the radio. Its objective is to dedicate itself to bringing out hidden issues in society, and create awareness and empower its targeted audiences. The radio has been broadcasting the programs in four languages. It focuses on Dalits, tribal, women, the disabled, poor, and deprived communities. The people in the community feel they own the station as more than 30 organized institutions including social development organizations, schools, colleges, hospitals, community forest users group, temples, cooperatives (saving & credit, milk production, health, education, agriculture, etc.) are directly associated with the cooperative. The station broadcasts for 19 hours every day.

The station was awarded the Gopal Das Community Journalism Award-2064 by Nepal Press Institute (NPI), honored by Prema Wangmaya Pratisthan, Nawalparasi for excellent contribution to protect and promote local art, culture and literature, and excellence in cooperative awards for cooperative management, among others. The performance of the station in the CR-PAS composites is given in Table 3.6.1

**Table 3.6.1 | Performance of Vijaya FM by composite**

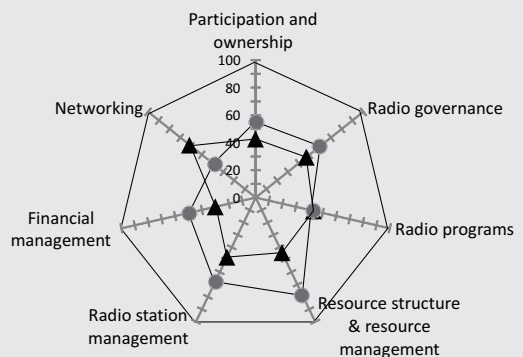
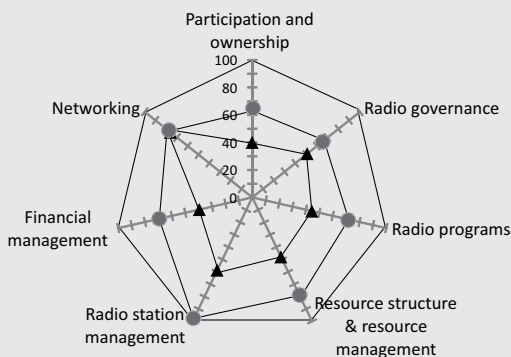
Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	55	65	40	10	80	40	20
Radio governance	15	5	60	67	51	7	100	60	24
Radio program	25	8	40	72	45	8	72	44	18
Resource structure and management	15	5	80	80	48	13	80	47	21
Station management	10	4	70	100	59	10	100	50	24
Financial management	10	4	50	70	39	20	70	40	16
Networking	5	2	40	80	76	40	100	80	15
<b>Total</b>	<b>100</b>	<b>35</b>	<b>56</b>	<b>74</b>	<b>48</b>	<b>17</b>	<b>74</b>	<b>48</b>	<b>17</b>

The total score of the station was the highest among the 15 CRs, and it has been placed in category B or a performing community radio. It was in category C in the 2011 assessment. It scored highest in financial management, station management, resource structure, and program. However, considering its own average score the marks it obtained were lower in participation and ownership, and governance and financial management. Therefore these are the priority areas for improvement. Moreover, the station has potential to become a model community radio as it is close to the benchmark required for that category. Chart-3.6 provides the comparative performance score of the radio in the first and second assessments carried out in 2011 and 2012.

**Chart 3.6 Vijaya FM**

**Current Assessment Score 2012**

**Previous Assessment Score 2011**



— Total Score ▲ Average ● Vijaya

— Total Score ▲ Average ● Vijaya

**Performance of the radio by indicator in each composite**

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores on specific indicators for Vijaya FM is given in Table 3.6.2

**Table 3.6.2** Highest and lowest scores for Vijaya FM

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score	3	3	1.1, 1.2, 1.5
		0% score	2	1	1.4
Radio governance	12	100% score	6	7	2.1, 2.2, 2.3, 2.4, 2.5, 2.7, 2.9
		0% score	5	3	2.6, 2.10, 2.11
Radio program	14	100% score	2	8	3.1, 3.2, 3.5, 3.6, 3.7, 3.9, 3.10, 3.11
		0% score	6	2	3.8, 3.14
Resource structure and management	7	100% score	6	6	4.1, 4.2, 4.3, 4.4, 4.5, 4.7
		0% score	1	1	4.6
Station management	10	100% score	7	10	5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10
		0% score	3	0	None
Financial management	7	100% score	4	5	6.1, 6.2, 6.3, 6.4, 6.7
		0% score	3	2	6.5, 6.6
Networking	3	100% score	1	2	7.1, 7.3
		0% score	2	0	None
Total	60	100% score	29	41	
		0% score	17	9	

**The performance of the radio had improved since the 2011 assessment** – the indicators with 100 percent score had increased from 29 to 41, and those with no score had decreased from 17 to nine. The radio had defined its community and the membership reflected the ethnic/caste groups in its audience, but it was weak in community consultations and feedback mechanisms. The station was strong in some governance aspects – in terms of electing the board and establishing checks and balances, and also in the board processes. The improvement areas in governance are defining code of conduct, conducting community consultations, and transparency.

While the radio reviewed its programs regularly, had begun carrying out impact surveys, and had attained the required balance in news and information, educational and musical programs. The radio had also improved in programs in general. However, it remained weak in terms of

program variety and in prioritizing the local context, cultures and languages in programming. The resource structure of the station was very strong and balanced in terms of sources, except for the fact that its income came from traditional sources (not innovative sources, a required by the CR-PAS).

The radio obtained full marks in station management, and was sound in financial management as well. In financial management it was weak in establishing an equipment replacement fund. It had worked in partnership with other organizations for social transformation but did not have a partnership policy and partners for organizational strengthening.

### 3.7 Radio Lumbini

Radio Lumbini is located at Manigram, Rupandehi District. The Lumbini Suchana Tatha Sanchar Co-operative Ltd. runs the station. This is the first radio in South Asia to have been run by a cooperative. Lumbini broadcasts using a transmitter capacity of 2000 watts. It broadcasts 18 hours daily. Started with 25 members the cooperative had 293 members in 2012. The defined coverage areas include Rupandehi, Kapilbastu and Palpa districts. The radio aims to ensure access to information to rural communities in these districts and to develop and disseminate local culture.

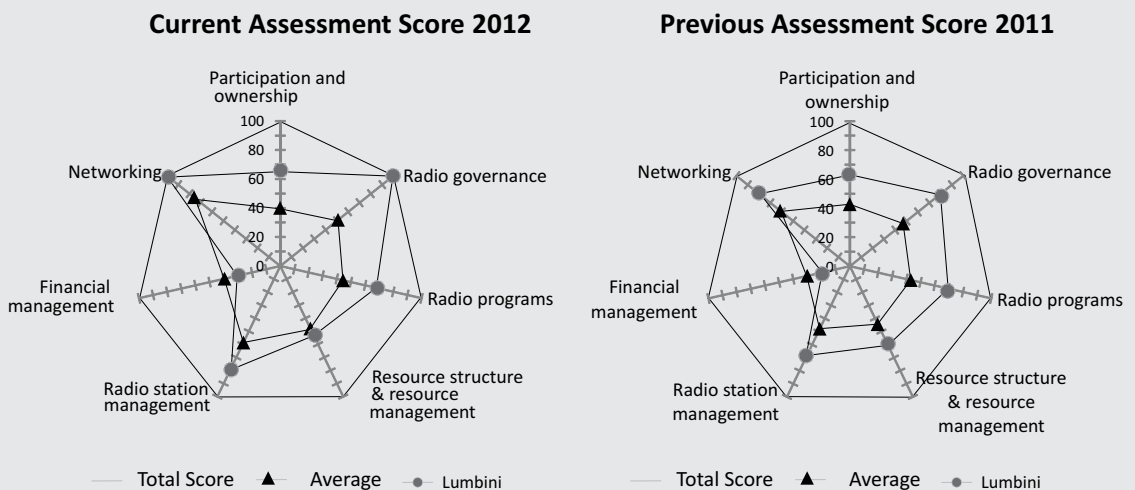
The performance of the station in the CR-PAS composites is given in Table 3.7.1.

**Table 3.7.1** | *Performance of Radio Lumbini by composite*

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	65	65	40	10	80	40	20
Radio governance	15	5	80	100	51	7	100	60	24
Radio program	25	8	68	68	45	8	72	44	18
Resource structure and management	15	5	60	53	48	13	80	47	21
Station management	10	4	70	80	59	10	100	50	24
Financial management	10	4	20	30	39	20	70	40	16
Networking	5	2	80	100	76	40	100	80	15
Total	100	35	64	69	48	17	74	48	17

The radio fell in category C (progressive radio) although its aggregate score was the second highest among the 15 stations. But it failed to meet the minimum required score in financial management. It had improved in the aggregate score compared to the 2011 assessment but its classification did not improve. Radio Lumbini scored the highest points in governance and networking. However, it had lower scores in financial management and resource structure, which are priority areas for improvement. Considering its own total score, it had lower score in participation and ownership and resource structure. Improvement in these areas can enable the radio to improve performance. Chart-3.7 provides the comparative performance score of the radio in the assessments carried out in 2011 and 2012.

Chart 3.7 Radio Lumbini



***Performance of the radio by indicator in each composite***

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores on specific indicators for Radio Lumbini is given in Table 3.7.2.

**Table 3.7.2** | *Highest and lowest scores for Radio Lumbini*

<b>Performance Composite</b>	<b>No. of indicators</b>	<b>Particulars in terms of Indicators with</b>	<b>No. in 2011</b>	<b>No. in 2012</b>	<b>Reference indicators</b>
Participation and ownership	7	100% score	4	1	1.3
		0% score	2	0	None
Radio governance	12	100% score	9	12	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10, 2.11, 2.12
		0% score	3	0	None
Radio program	14	100% score	8	8	3.3, 3.4, 3.6, 3.7, 3.9, 3.10, 3.11, 3.12
		0% score	3	4	3.5, 3.8, 3.13, 3.14
Resource structure and management	7	100% score	4	3	4.3, 4.4, 4.6
		0% score	3	4	4.1, 4.2, 4.5, 4.7
Station management	10	100% score	7	8	5.1, 5.3, 5.4, 5.6, 5.7, 5.8, 5.9, 5.10
		0% score	3	2	5.2, 5.5
Financial management	7	100% score	1	2	6.2, 6.7
		0% score	6	4	6.1, 6.4, 6.5, 6.6
Networking	3	100% score	2	3	7.1, 7.2, 7.3
		0% score	1	0	None
Total	60	100% score	35	37	
		0% score	21	14	

The overall performance had improved since the last assessment - the indicators with 100 percent score had increased, and those with no score had decreased. Radio Lumbini is comparatively very strong in terms of participation and ownership, and governance indicators; it had improved on the weak areas pointed out by the previous assessment. The programs at the station were relatively well balanced in terms of news and information, education and musical content, and there were other good practices as well. The station, however, had not carried out impact study of its programs, did not give adequate attention to producing music in local languages and programs on cultures, and did not produce its own news bulletins, but it did have variety in content.

The station performed very well in terms of identifying resources, planning and realizing its plans. But it needs efforts in mobilizing non-traditional, innovative sources and disclosing the status to the public. Similarly, in station management the radio needs to improve planned actions. Otherwise, the station was performing well in terms of administration and management, equipment maintenance and operations. The weakest aspect of Radio Lumbini was financial management: it had a financial management policy but was weak in the rest of the indicators.



Though the radio was collaborating with other organizations for organizational strengthening and social transformation it lacked a policy on partnerships.

### 3.8 Bheri FM

Bheri FM is located in Nepalgunj, Banke District. It is run by Nepal Press Institute (NPI) (and its regional media resource center) with the objective of developing radio workers in the Mid- and Far-western development regions. NPI obtained a license in 2006 and offered it to the local community and began running the station when there was no local interest and commitment. It had two views on its mission - to continue to broadcast programs as a community radio, or develop as a training centre for producing radio journalists. It broadcasts for 13 hours, but the assessors found that it was weak both in terms of organization and programming. It has identified the Awadhi, Muslim and Tharu communities in its broadcast area of Banke and Bardiya districts as target audiences.

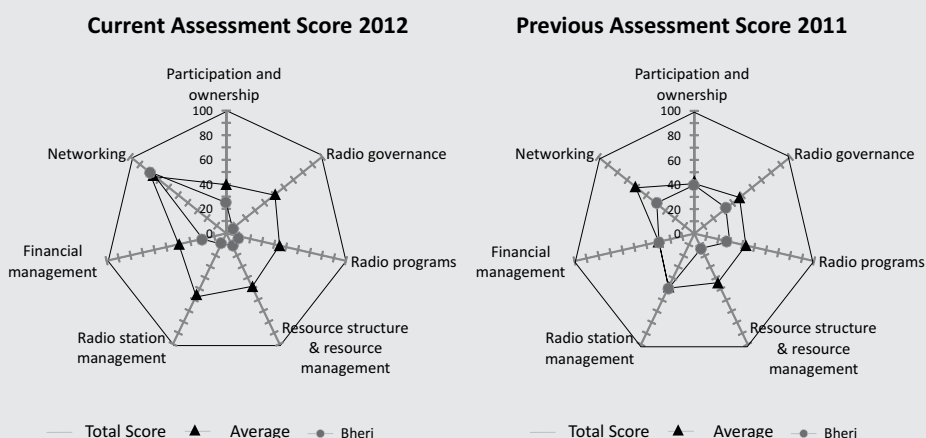
The performance of Bheri FM in the CR-PAS composites is given in Table 3.8.1.

*Table 3.8.1 | Performance of Bheri FM by composite*

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	40	25	40	10	80	40	20
Radio governance	15	5	33	7	51	7	100	60	24
Radio program	25	8	28	8	45	8	72	44	18
Resource structure and management	15	5	13	13	48	13	80	47	21
Station management	10	4	50	10	59	10	100	50	24
Financial management	10	4	30	20	39	20	70	40	16
Networking	5	2	40	80	76	40	100	80	15
Total	100	35	32	17	48	17	74	48	17

The total score of the radio was the lowest among the assessed stations: it failed to obtain the minimum score required by the CR-PAS. The station could not obtain the minimum scores in six composites. The radio has to work more in all the aspects of radio management to improve its performance as a community radio. Chart-3.8 provides the comparative performance score of the radio in the assessments carried out in 2011 and 2012.

Chart 3.8 Bheri FM



### *Performance of the radio by indicator in each composite*

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores on specific indicators for Bheri FM is given in Table 3.8.2.

**Table 3.8.2** | *Highest and lowest scores of Bheri FM*

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	indicators Reference
Participation and ownership	7	100% score	2	1	1.1
		0% score	4	4	1.3, 1.4, 1.5, 1.6
Radio governance	12	100% score	4	1	2.4
		0% score	8	11	2.1, 2.2, 2.3, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10, 2.11, 2.12
Radio program	14	100% score	2	1	3.13
		0% score	7	13	3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, 3.12, 3.14
Resource structure and management	7	100% score	1	1	4.4
		0% score	6	6	4.1, 4.2, 4.3, 4.5, 4.6, 4.7
Station management	10	100% score	5	1	5.8
		0% score	5	9	5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.9, 5.10
Financial management	7	100% score	2	1	6.3
		0% score	5	6	6.1, 6.2, 6.4, 6.5, 6.6, 6.7
Networking	3	100% score	1	2	7.1, 7.3
		0% score	2	0	None
Total	60	100% score	17	8	
		0% score	36	49	

The overall performance of the radio had deteriorated notably since the previous assessment - the indicators with 100 per cent score had not been maintained while those with no score had increased. Bheri FM had poor performance in aggregate scores. It fared poorly in most of the participation and ownership indicators: apart from defining its community it had not done much. The governance of the radio was very weak: its performance was poor except for the fact that it does not have political or business influence in the board. The station had variety in news and information and educational programs, but the broadcast time was not properly distributed. The station had also not given adequate attention to broadcasting materials from local artists and for promoting local languages and cultures.

The resource structure of the radio was also vulnerable: it was not mobilizing resources in a planned manner, relied on a few sources, and did not pay attention on mobilizing resources from innovative sources. The station management suffered from weaknesses in that the roles, responsibilities and authorities of departments were not well defined; staff incentives not established, and even personal files were not maintained. However, the station did have an equipment upkeep plan, and staff meetings took place regularly. It also had a human resource development plan.

Financial management at the station was weak. The radio had a partnership policy and was engaged in partnering for social transformation, but it did not have partners for organizational strengthening.

### **3.9 Himchuli FM**

Situated in Pokhara, Himchuli FM is run by a cooperative (Pokhara FM Multipurpose Co-operative Ltd.). It started regular broadcasts in 2001. The number of shareholders at the cooperative has not changed from 25. The key objective it has set is to promote Pokhara and Kaski districts as the main tourist destinations in the region and also gives importance to promotion of local culture and livelihoods improvement of rural masses. Himchuli broadcasts for 16 hours every day. Eight of the 18 regular staffs at the station are volunteers.

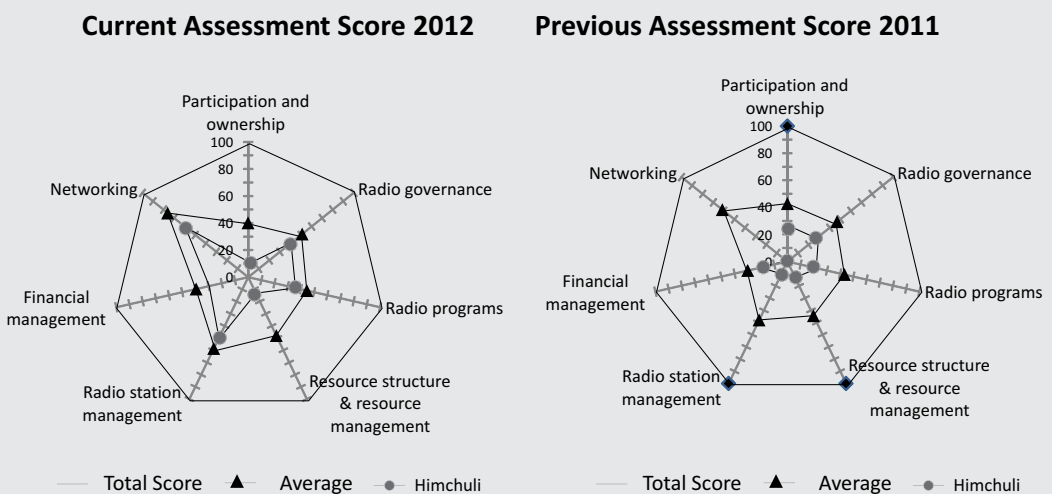
The performance of the station based on the CR-PAS composites is given in Table 3.9.1.

**Table 3.9.1 | Performance of Himchuli FM by composite**

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	25	10	40	10	80	40	20
Radio governance	15	5	27	40	51	7	100	60	24
Radio program	25	8	20	36	45	8	72	44	18
Resource structure and management	15	5	13	13	48	13	80	47	21
Station management	10	4	10	50	59	10	100	50	24
Financial management	10	4	20	30	39	20	70	40	16
Networking	5	2	0	60	76	40	100	80	15
<b>Total</b>	<b>100</b>	<b>35</b>	<b>19</b>	<b>30</b>	<b>48</b>	<b>17</b>	<b>74</b>	<b>48</b>	<b>17</b>

The total score of the radio was 30 and that took it to category E (endeavoring CR). It had the lowest aggregate in the 2011 assessment, and managed to climb to the third position from the bottom. Though it had improved in aggregate terms and ranking it failed to obtain the minimum score required for all composites. Chart-3.9 provides the comparative performance score of the radio in the assessments carried out in 2011 and 2012.

**Chart 3.9 Himchuli FM**



**Performance of the radio by indicator in each composite**

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it

needs to focus for improvement. The performance in terms of the highest and lowest scores on specific indicators for Himchuli FM is given in Table 3.9.2.

**Table 3.9.2** | *Highest and lowest scores of Himchuli FM*

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	indicators Reference
Participation and ownership	7	100% score	0	0	None
		0% score	3	5	1.3, 1.4, 1.5, 1.6, 1.7
Radio governance	12	100% score	2	5	2.1, 2.2, 2.3, 2.4, 2.6
		0% score	8	6	2.7, 2.8, 2.9, 2.10, 2.11, 2.12
Radio program	14	100% score	2	3	3.6, 3.9, 3.12
		0% score	9	8	3.4, 3.5, 3.7, 3.8, 3.10, 3.11, 3.13, 3.14
Resource structure and management	7	100% score	1	1	4.5
		0% score	6	6	4.1, 4.2, 4.3, 4.4, 4.6, 4.7
Station management	10	100% score	1	5	5.1, 5.2, 5.3, 5.7, 5.8
		0% score	9	5	5.4, 5.5, 5.6, 5.9, 5.10
Financial management	7	100% score	1	2	6.2, 6.3
		0% score	6	5	6.1, 6.4, 6.5, 6.6, 6.7
Networking	3	100% score	0	2	7.1, 7.3
		0% score	3	1	7.1
Total	60	100% score	7	18	
		0% score	41	36	

Himchuli FM had improved after the previous assessment, but still it fared poorly in most indicators. It had defined its community partially and had made some efforts to expand membership. However, it had no mechanism to gather public feedback and involve people in the affairs of radio, and for mobilizing volunteers. Apart from holding its general assembly on time, and avoiding domination of a small group of people with political or business interests in the board, the radio had no significant structures and processes to ensure good governance. It had programs on a variety of subjects but failed to produce evidence to satisfy the programming requirements of the CR-PAS.

Apart from maintaining some diversity in the sources of resources the station had no notable performance in terms of resource structure and financial management. Its performance was also poor in terms of station management, though it did hold regular meetings. The station had a policy for networking.

### 3.10 Radio Namobuddha

Radio Namobuddha FM in Dhulikhel, Kavrepalanchowk District, was established in June 2007. The station is licensed to Jugal Association Nepal, an NGO, and broadcasts for 13 hours every

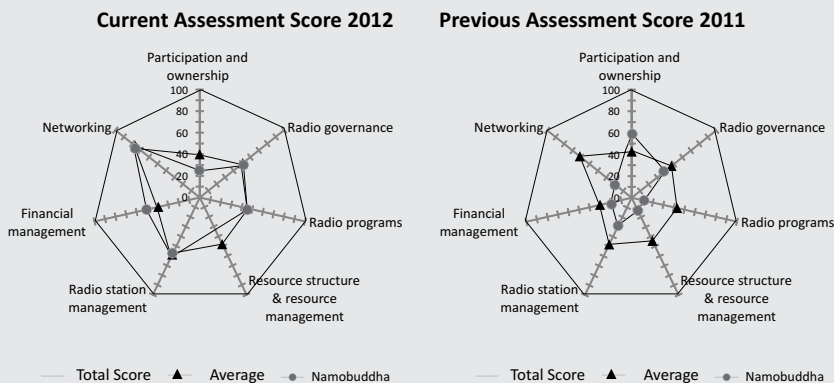
day. People in Kavre and surrounding districts have been defined as its broadcasting community. The community comprises predominantly of Tamangs, and it the first community radio in the district that aims to cater to the information needs of common people, particularly the Tamang community. The mission of the radio states that it seeks to bring cultural, social and political awareness among the people in its broadcast area. The performance of the Radio Namobuddha FM in the CR-PAS composites is given in Table 3.10.1.

**Table 3.10.1 | Performance of Radio Namobuddha FM by composite**

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	60	25	40	10	80	40	20
Radio governance	15	5	40	47	51	7	100	60	24
Radio program	25	8	12	44	45	8	72	44	18
Resource structure and management	15	5	13	33	48	13	80	47	21
Station management	10	4	30	60	59	10	100	50	24
Financial management	10	4	20	50	39	20	70	40	16
Networking	5	2	20	80	76	40	100	80	15
Total	100	35	29	43	48	17	74	48	17

The overall score of the station was 43 but since it failed to secure required minimum score in participation and ownership it fell in category E (endeavoring CR). It had improved in the aggregate score from 29 in the previous assessment, and succeeded to secure the minimum points in the five composites – program, resource structure, station management, financial management and networking – in 2012. But it failed to do so in participation and ownership. Together with participation and ownership the station needs to focus attention for improving resource structure, program and governance. Chart-3.10 provides the comparative performance score of the radio in the assessments carried out in 2011 and 2012.

**Chart 3.10 Radio Namobuddha**



***Performance of the radio by indicator in each composite***

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores on specific indicators for Radio Namobuddha FM is given in Table 3.10.2.

**Table 3.10.2 | Highest and lowest scores for Radio Namobuddha FM**

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score	2	1	1.1
		0% score	1	4	1.4, 1.5, 1.6, 1.7
Radio governance	12	100% score	4	4	2.1, 2.4, 2.8, 2.10
		0% score	7	6	2.2, 2.3, 2.6, 2.7, 2.9, 2.11
Radio program	14	100% score	1	3	3.1, 3.6, 3.7
		0% score	12	5	3.4, 3.5, 3.8, 3.10, 3.14
Resource structure and management	7	100% score	1	2	4.2, 4.4
		0% score	6	4	4.3, 4.5, 4.6, 4.7
Station management	10	100% score	3	6	5.1, 5.2, 5.3, 5.5, 5.8, 5.9
		0% score	7	4	5.4, 5.6, 5.7, 5.10
Financial management	7	100% score	1	3	6.1, 6.3, 6.7
		0% score	6	4	6.2, 6.4, 6.5, 6.6
Networking	3	100% score	0	2	7.1, 7.2
		0% score	2	0	None
Total	60	100% score	12	21	
		0% score	35	27	

The overall performance of the radio had improved notably since the previous assessment – it had more indicators with 100 percent scores and those with no scores had decreased. The performance of the station was relatively good in terms of community participation and ownership and governance compared to other composites. It had a well-defined community and the membership reflected the population composition. The weaknesses in participation and ownership included poor community consultations and feedback. In governance, the board was democratically elected and functioned following due processes and rules, and its decisions were made public. But the radio also had weaknesses: the general assembly did not meet on time, it did not disclose the code of conduct, and operations were not planned. In programming, the radio had distributed its broadcast time as prescribed in the CR-PAS, but it did not carry out systematic studies or reviews of programs. The station also lacked variety in content, but had local language programming.

The station had conducted an assessment of the potential resources, but still depended largely on traditional sources, and had not mobilized resources in a planned way. It did not show that it had made efforts to diversify resource mobilization. It had improved in many aspects of personnel management, but there were weaknesses in station management. It also lacked systems for operations and upkeep of equipment. Financial management at the station was also weak. It had bank accounts but had no cash flow plan, no inventory management system, did not review its financial health, and did not disclose the financial status to the public as required by the CR-PAS.

### 3.11 Rupakot Radio

Operated by Rupakot Information and Communication Cooperative in Khotang District, this radio was started as a unique movement five years ago. A large number of members had contributed Rs. 100 each towards its establishment. Therefore both intention and efforts to make the station collectively owned and managed are visible. The coverage area is Khotang district. The radio claims to have largest membership among community radios in Nepal. The board members come from among its members from different locations in the district and in Kathmandu, Morang and Sunsari. The radio broadcasts 11.30 hours a day, and broadcasts on-site programs from different parts of the district.

The performance of the station in terms of the CR-PAS composite indicators is given in Table 3.11.1.

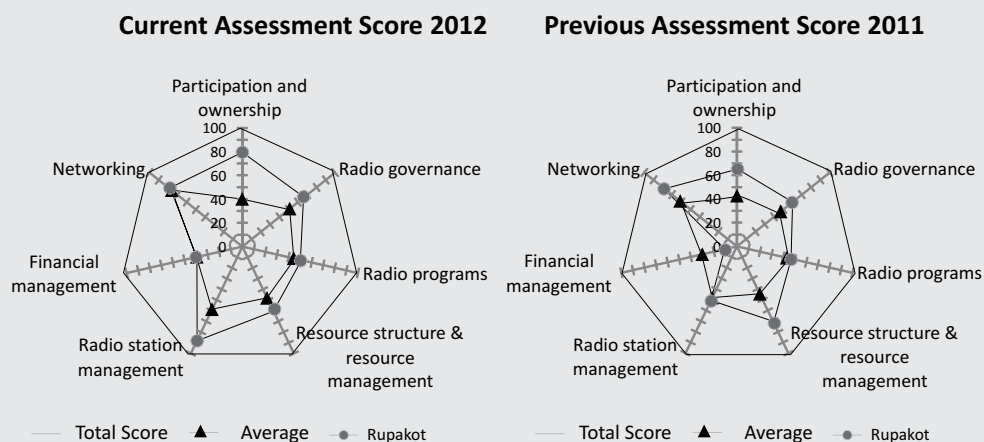
*Table 3.11.1 | Performance of Rupakot Radio by composite*

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	65	80	40	10	80	40	20
Radio governance	15	5	60	67	51	7	100	60	24
Radio program	25	8	48	52	45	8	72	44	18
Resource structure and management	15	5	73	60	48	13	80	47	21
Station management	10	4	50	90	59	10	100	50	24
Financial management	10	4	10	40	39	20	70	40	16
Networking	5	2	80	80	76	40	100	80	15
Total	100	35	55	65	48	17	74	48	17

The aggregate score of the radio was 65 and it met the minimum score in all composites, and has been categorized as B (performing radio). It scored the highest (80%) points in participation and ownership. Areas for further improvement are financial management, resource structure and program. Chart-3.11 provides the comparative performance score of the radio in assessments carried out in 2011 and 2012.



Chart 3.11 Rupakot Radio



### Performance of the radio by indicator in each composite

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores on specific indicators for Rupakot Radio is given in Table 3.11.2.

**Table 3.11.2** | Highest and lowest scores of Rupakot Radio

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score	3	5	1.1, 1.2, 1.3, 1.6, 1.7
		0% score	1	1	1.5
Radio governance	12	100% score	7	7	2.1, 2.3, 2.4, 2.7, 2.8, 2.9, 2.10
		0% score	4	3	2.2, 2.6, 2.11
Radio program	14	100% score	5	6	3.1, 3.2, 3.6, 3.7, 3.10, 3.12
		0% score	5	5	3.5, 3.8, 3.9, 3.11, 3.14
Resource structure and management	7	100% score	4	4	4.1, 4.2, 4.4, 4.6
		0% score	2	3	4.3, 4.5, 4.7
Station management	10	100% score	5	9	5.1, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10
		0% score	5	1	5.2
Financial management	7	100% score	0	2	6.2, 6.3
		0% score	6	4	6.4, 6.5, 6.6, 6.7
Networking	3	100% score	2	2	7.2, 7.3
		0% score	1	1	7.1
Total	60	100% score	26	35	
		0% score	21	18	

The overall performance of the radio had improved since the previous assessment – the number of indicators with 100 percent score had increased and those with no score had decreased. The radio was strong in terms of participation and ownership indicators. However, it had no consultations with community members for fixing membership fees. It also had some provision for mobilizing volunteers. The key weaknesses in governance included non-disclosure of financial status and decisions to the public and non-existence of code of conduct for office bearers. The station was strong in other governance indicators.

The programs of the station were not in the proportion prescribed by the CR-PAS in terms of news and information, educational and musical content. The radio had not given adequate attention to producing music in local languages and programs on different cultures. It was also not producing its own news bulletin. The station was doing well in terms of resource mobilization – in identifying resources, planning and realizing plans. It had given importance to mobilizing resources from non-traditional or innovative sources. The areas for improvement in this composite included disclosure of the resource status to the public, review of resource mobilization and checks against over reliance on a single source.

In terms of station management, the areas for improvement in station management were to operate with plans including preparing human resource development plans and upgrading the status of departments. Otherwise, the station was performing well in terms of administration and management, equipment maintenance and operation.

Financial management was the weakest aspect of the station. There were weak spots in inventory and cash management, and analysis of financial status. Further, even though the radio was collaborating and partnering with other organizations for organizational strengthening and social transformation, it did not have a policy for such engagements.

### **3.12 Radio Purwaanchal**

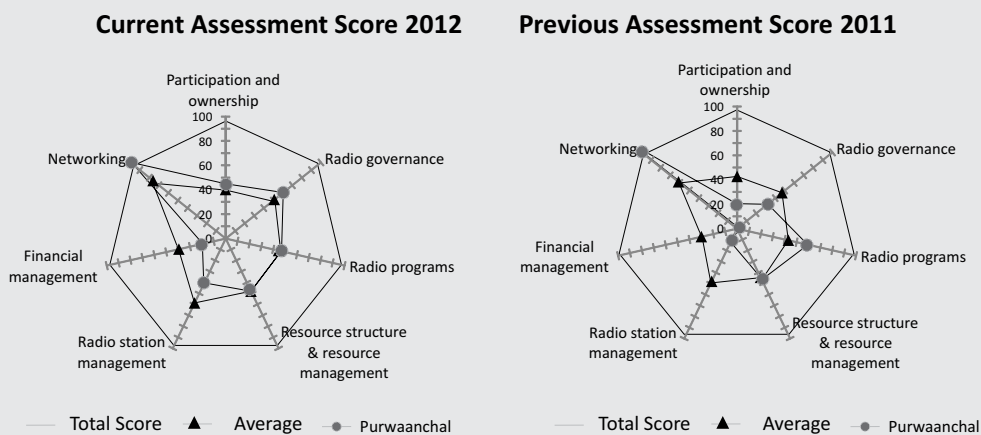
Radio Purbwaanchal was established in August 2007. Digho Bikas Samaj, an NGO, runs the station that was broadcasting for 10 hours every day. This is the first radio fully run by women. The station has taken Morang District and some areas of adjacent districts (Jhapa and Sunsari) as its target community. Its broadcast capacity is 100 Watt.

The performance of the station in terms of the CR-PAS composite indicators is given in Table 3.12.1.

**Table 3.12.1 | Performance of Radio Purwaanchal by composite**

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	20	45	40	10	80	40	20
Radio governance	15	5	33	60	51	7	100	60	24
Radio program	25	8	60	48	45	8	72	44	18
Resource structure and management	15	5	47	47	48	13	80	47	21
Station management	10	4	10	40	59	10	100	50	24
Financial management	10	4	0	20	39	20	70	40	16
Networking	5	2	100	100	76	40	100	80	15
Total	100	35	37	48	48	17	74	48	17

The overall score of the station was 48 but it failed to meet the minimum score in financial management, therefore it has been placed in category D (evolving CR). It had improved both in the aggregate total score and that for the different categories. The radio had strong networking. The areas for improvement of this radio include financial management, station management and participation and ownership. Chart-3.12 provides the comparative performance score of the radio in the assessments carried out in 2011 and 2012.

**Chart 3.12 Radio Purwaanchal**


### Performance of the radio by indicator in each composite

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores for specific indicators for Radio Purwaanchal is given in Table 3.12.2.

**Table 3.12.2** | *Highest and lowest scores of Radio Purwaanchal*

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score	0	3	1.1, 1.6, 1.7
		0% score	5	4	1.2, 1.3, 1.4, 1.5
Radio governance	12	100% score	4	7	2.1, 2.2, 2.3, 2.4, 2.7, 2.8, 2.9
		0% score	7	4	2.5, 2.6, 2.10, 2.11
Radio program	14	100% score	5	4	3.2, 3.6, 3.10, 3.12
		0% score	2	5	3.1, 3.5, 3.7, 3.8, 3.14
Resource structure and management	7	100% score	3	2	4.4, 4.6
		0% score	4	3	4.3, 4.5, 4.7
Station management	10	100% score	1	4	5.1, 5.2, 5.3, 5.5
		0% score	9	6	5.4, 5.6, 5.7, 5.8, 5.9, 5.10
Financial management	7	100% score	0	1	6.3
		0% score	7	6	6.1, 6.2, 6.4, 6.5, 6.6, 6.7
Networking	3	100% score	3	3	7.1, 7.2, 7.3
		0% score	0	0	None
Total	60	100% score	16	24	
		0% score	36	28	

The overall performance of the radio had improved. The radio had improved on some aspects of participation and ownership but there were areas for further improvement, particularly with regard to community consultation and involvement. It had defined its community, worked out volunteer policy and structures to obtain public feedback, but had insufficient membership provisions and community consultations on programs and fees, and failed to reflect the ethnic composition of the broadcast area in its general assembly. Over time the governance aspects had improved significantly – it can now focus on forming different governing committees, developing and working in line with short and long-term plans, and communicating decisions and actions to the community.

Radio Purwaanchal was strong in terms of programming. Its weaknesses in this area were imbalanced allotment of broadcast time for news, education and musical programs, inability to carry out impact surveys, producing programs in local languages and promoting local artists and cultures. It was doing well in terms of content diversity and program grid reviews.

The station's resource structure was largely traditional and had made no systematic efforts to mobilize resources. It did not have a responsible resource mobilization unit, had not assessed potentials and did not have a resource mobilization plan. The radio station was run with a

defined station management guideline, but the actions and decisions appeared to be ad-hoc. The station was weak in financial management indicators, which need attention. It was strong in networking.

### 3.13 Samad FM

A gathering of about 1500 people in Lahan had concluded that lack of information was a major issue for the insecurity in Siraha District after the end of armed conflict. This led to the establishment of Samad FM in Lahan in 2007. The station is run by an NGO called Prakritika Sathi. In the beginning it was difficult for the radio to find a house to lease for the station owing to fear. The radio aims at contributing to reduce conflict and minimizing ethnic tensions in its target area - the Siraha District in the eastern Terai. It broadcasts for 14 hours every day.

Siraha district has a mixed ethnic population of over 25 caste groups – including the Yadav, Muslim, Mushahar, and Chamar – and has also had social conflicts in the past. Samad FM was established to try to reduce conflicts by increasing the access to information of these groups that have low literacy (less than 50% compared to the national average literacy of over 60%). The target community of the radio is 40 VDCs of Siraha and 10 VDCs of Saptari district.

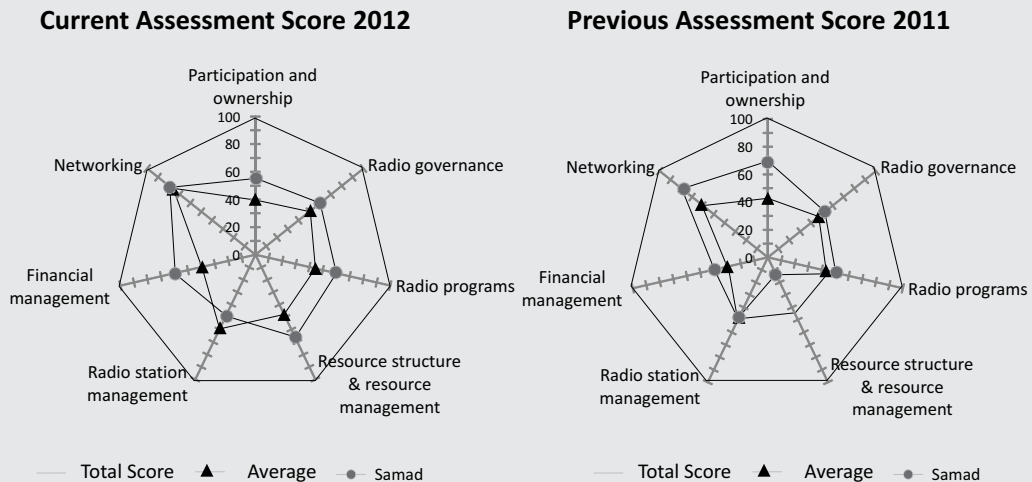
The performance of Samad FM on the CR-PAS composites is given in Table 3.13.1.

**Table 3.13.1 | Performance of Samad FM by composite**

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	70	55	40	10	80	40	20
Radio governance	15	5	53	60	51	7	100	60	24
Radio program	25	8	52	60	45	8	72	44	18
Resource structure and management	15	5	13	67	48	13	80	47	21
Station management	10	4	50	50	59	10	100	50	24
Financial management	10	4	40	60	39	20	70	40	16
Networking	5	2	80	80	76	40	100	80	15
Total	100	35	50	60	48	17	74	48	17

The overall score of Samad FM was on the higher side (60), and it had met the minimum requirements in all indicators. It fell under category B (performing CR). It was strong in resource structure, program and financial management. The areas of improvement for this radio are participation and ownership and station management. Chart-3.13 provides the comparative performance score of the radio in the assessments carried out in 2011 and 2012.

Chart 3.13 Samad FM



### *Performance of the radio by indicator in each composite*

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores for specific indicators for Samad FM is given in Table 3.13.2.

**Table 3.13.2** | *Highest and lowest scores for Samad FM*

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score	4	2	1.1, 1.7
		0% score	2	2	1.4, 1.5
Radio governance	12	100% score	6	7	2.2, 2.3, 2.4, 2.6, 2.7, 2.8, 2.9
		0% score	5	4	2.1, 2.10, 2.11, 2.12
Radio program	14	100% score	6	7	3.2, 3.3, 3.6, 3.7, 3.10, 3.12, 3.13
		0% score	4	4	3.1, 3.5, 3.8, 3.14
Resource structure and management	7	100% score	1	4	4.1, 4.4, 4.5, 4.6
		0% score	6	2	4.3, 4.7
Station management	10	100% score	5	5	5.1, 5.3, 5.4, 5.5, 5.8
		0% score	5	5	5.2, 5.6, 5.7, 5.9, 5.10
Financial management	7	100% score	2	3	6.1, 6.3, 6.5
		0% score	4	4	6.2, 6.4, 6.6, 6.7
Networking	3	100% score	2	2	7.1, 7.2
		0% score	0	0	None
Total	60	100% score	26	30	
		0% score	28	21	

The overall performance of the radio had improved since the last assessment in 2011. The radio was strong in terms of participation and ownership indicators, except that it had no community consultations for fixing membership fees, and mechanisms for feedback. In governance the weak aspects were not having a separate guideline, and not regularly disclosing the financial status and decisions to public. The program did not fully meet the CR-PAS requirements. However, the radio had given adequate attention to producing music in local languages and programs on local cultures. It did not produce its own news bulletins but had variety in content.

The radio had defined its resource mobilization policy but was weak in identifying resources, planning and realizing the plans. It also needs improvements in mobilizing non-traditional sources and disclosure of the financial status. Similarly in station management the radio has to improve in terms of planned actions, operation and maintenance of equipment, and internal communications. The financial management was weak in terms of cash flow analysis, creating reserve funds for equipment replacement, and in the analysis of the financial situation. The radio was collaborating and partnering with other organizations for organizational strengthening but was weak in forging partnerships for social transformation.

### 3.14 Radio Sindhuligadhi

Run by an NGO, Human Development and Environmental Protection Centre, Radio Sindhuligadhi in Sindhuli District was established in December 2007. It has a transmitter capacity of 500 Watt and has taken the district as its main broadcast community. The radio was established with the main objective of fulfilling the information needs of the community. It broadcasts for 17 hours.

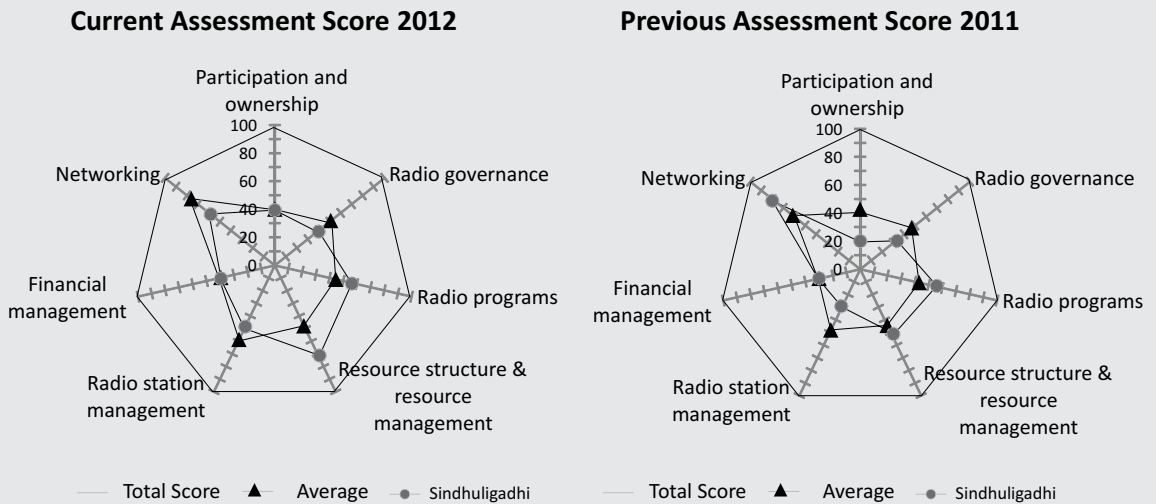
The performance of the station in terms of the CR-PAS composites is given in Table 3.14.1.

**Table 3.14.1** | *Performance of Radio Sindhuligadhi by composite*

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	20	40	40	10	80	40	20
Radio governance	15	5	33	40	51	7	100	60	24
Radio program	25	8	56	56	45	8	72	44	18
Resource structure and management	15	5	53	73	48	13	80	47	21
Station management	10	4	30	50	59	10	100	50	24
Financial management	10	4	30	40	39	20	70	40	16
Networking	5	2	80	60	76	40	100	80	15
Total	100	35	41	51	48	17	74	48	17

The overall score of the station was 51, and it met the minimum requirement for all the composites. It came under category C (progressing CR). The radio had improved both the aggregate score and that for each category. It was stronger in resource structure and program. But it was weak in participation and ownership, governance and financial management. These are the priority area for improvement of performance for this radio. Chart-3.14 provides the comparative performance in assessments carried out in 2011 in 2012.

Chart 3.14 Radio Sindhuligadhi



***Performance of the radio by indicator in each composite***

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores for specific indicators for Radio Sindhuligadhi is given in Table 3.14.2.



**Table 3.14.2** | *Highest and lowest scores for Radio Sindhuligadhi*

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score	1	2	1.1, 1.6
		0% score	5	3	1.4, 1.5, 1.7
Radio governance	12	100% score	4	5	2.2, 2.3, 2.4, 2.5, 2.7
		0% score	7	7	2.1, 2.6, 2.8, 2.9, 2.10, 2.11, 2.12
Radio program	14	100% score	5	5	3.1, 3.2, 3.7, 3.10, 3.12
		0% score	3	3	3.5, 3.8, 3.14
Resource structure and management	7	100% score	4	5	4.1, 4.4, 4.5, 4.6, 4.7
		0% score	3	1	4.3
Station management	10	100% score	3	5	5.3, 5.4, 5.6, 5.8, 5.9
		0% score	7	5	5.1, 5.2, 5.5, 5.7, 5.10
Financial management	7	100% score	1	3	6.2, 6.3, 6.7
		0% score	5	4	6.1, 6.4, 6.5, 6.6
Networking	3	100% score	2	1	7.2
		0% score	1	1	7.1
Total	60	100% score	20	26	
		0% score	31	24	

The overall performance of the radio had improved since the assessment in 2011. The radio had defined its community and the role of volunteers, but was weak in terms of community consultation and feedback. While the office holders were elected according to the defined processes, board procedures were followed, and there was no domination by business or political interests, the radio was weak at forming committees, developing and working in line with short- and long-term plans, and communicating the decisions and actions to the community.

Programming was a strong aspect of the radio. But it was weak in terms of carrying out impact surveys, producing programs in local languages, and promoting local artists and cultures. The radio had improved in resource structure – it had carried out resource potentials studies, and planned mobilization of non-traditional resources and had strengthened the responsible unit. The radio had not defined station management guidelines, but was doing well in terms of equipment maintenance, maintaining personnel files, and holding regular meetings and in elaborating the roles and responsibilities of units within the station. But many other areas had weaknesses. In financial management, it reviewed its financial position and managed the inventory, but was weak in cash flow plans, creating reserves for equipment replacement, and public disclosure of the financial situation. In networking the station was partnering with others for organizational strengthening but it did not have a policy on partnership.

### 3.15 Solu FM

The radio is located in Solukhumbu the same district that hosts Mt. Everest, the world's highest peak. The print media do not reach the district, for lack of access by road, and because it is mountainous the signals from other stations are weak. The station at Salleri, Solukhumbu District was set up by the Young Star Club in August 2004. Its transmitter's capacity is 500W, and it broadcasts from an altitude of about 3400 meters. Solu FM was set up with financial support from DIALOGOS, Denmark, under the Solukhumbu Edu-Communication Project. It broadcasts in Nepali and other local languages (Tamang, Sherpa, Khaling, Thulung and Khulung) for 13 hours on week-days and for 17 hours on Saturday.

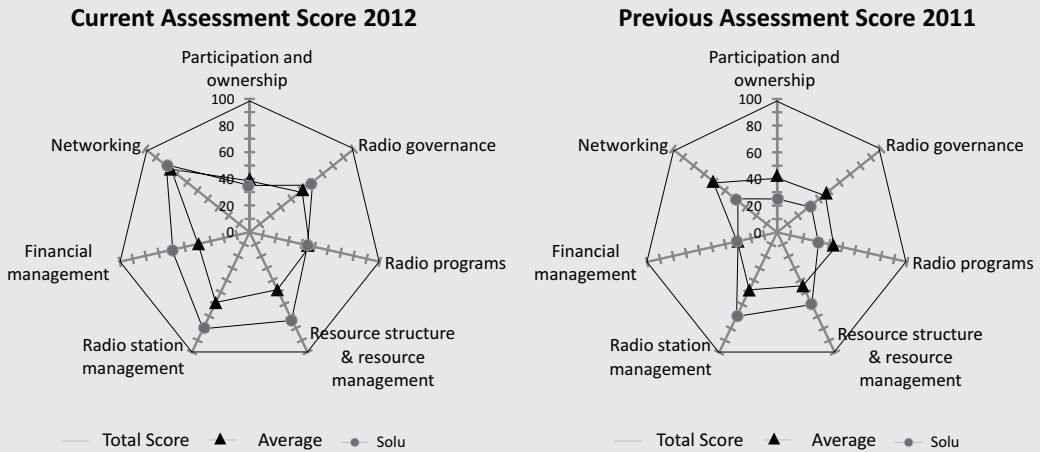
The performance of the station in terms of the CR-PAS composites is given in Table 3.15.1.

**Table 3.15.1** | *Performance of Solu FM by composite*

Composite	Full Score	Minimum Required	Score (%) in 2011	Score (%) in 2012	Reference scores of radios (%) (N=15)				
					Mean	Min	Max	Med	Dev
Participation and ownership	20	7	25	35	40	10	80	40	20
Radio governance	15	5	33	60	51	7	100	60	24
Radio program	25	8	32	44	45	8	72	44	18
Resource structure and management	15	5	60	73	48	13	80	47	21
Station management	10	4	70	80	59	10	100	50	24
Financial management	10	4	30	60	39	20	70	40	16
Networking	5	2	40	80	76	40	100	80	15
Total	100	35	39	56	48	17	74	48	17

The overall score of Solu FM was 56 and it met the minimum requirement in all composites. It has been placed in category C (progressing CR). The radio had improved both in the aggregate score and categories compared to the previous assessment. Its performance in resource structure, station management and networking was strongest among the 15 radios. The radio fared poorly in two composites – participation and ownership and program. Chart-3.15 provides the comparative performance score of the radio in the assessments carried out in 2011 and 2012.

Chart 3.15 Solu FM



### Performance of the radio by indicator in each composite

Generally, the areas where radio need to maintain performance are those in which it obtained full scores for the indicators; and those in which the radio obtained zero scores are those it needs to focus for improvement. The performance in terms of the highest and lowest scores for specific indicators for Samad FM is given in Table 3.15.2.

**Table 3.15.2** | *Highest and lowest scores for Solu FM*

Performance Composite	No. of indicators	Particulars in terms of Indicators with	No. in 2011	No. in 2012	Reference indicators
Participation and ownership	7	100% score	0	0	None
		0% score	4	2	1.4, 1.5
Radio governance	12	100% score	4	7	2.1, 2.3, 2.4, 2.5, 2.7, 2.9, 2.10
		0% score	8	4	2.2, 2.6, 2.8, 2.11
Radio program	14	100% score	2	4	3.1, 3.2, 3.7, 3.10
		0% score	8	5	3.4, 3.5, 3.8, 3.9, 3.14
Resource structure and management	7	100% score	4	5	4.1, 4.2, 4.4, 4.5, 4.6
		0% score	3	2	4.3, 4.7
Station management	10	100% score	7	8	5.1, 5.3, 5.4, 5.6, 5.7, 5.8, 5.9, 5.10
		0% score	3	2	5.2, 5.5
Financial management	7	100% score	2	4	6.2, 6.3, 6.6, 6.7
		0% score	5	2	6.4, 6.5
Networking	3	100% score	1	2	7.1, 7.2
		0% score	2	0	None
Total	60	100% score	20	30	
		0% score	28	17	

The overall performance of the radio had improved significantly. Solu FM was weak in terms of community participation and ownership. The weaknesses included lack of membership provisions, community consultation on programs and fees, volunteer mobilization, and a community feedback mechanism. While the office holders were elected according to defined processes, board procedures were followed and there is no domination by political or business interests, the radio was weak in terms of forming committees, developing and working with short- and long-term plans, and in communicating its decisions and actions to the community.

With regard to programs the radio was weak in terms of carrying out impact surveys, producing programs in local languages and promoting local artists and culture. Its program mix did not meet the balance requirements of the CR-PAS and it was also weak at reviewing programs. The resource structure of the radio largely reflected mobilization of traditional sources, and there is no systematic effort made to mobilize resources, despite having a dedicated unit. The radio did not conduct assessments of resource potentials, or plan resource mobilization, but had made some attempts to reduce dependency on certain sources.

The radio was strong in station management. The areas needing improvement were human resource development planning and annual planning. The radio operated its accounts through bank, published its financial status, and analyzed the financial situation, but it did not prepare cash flow projections and did not have a guideline for financial management. The radio had a policy for partnership and was partnering with other organizations on issues related to social transformation. The radio has significantly improved its performance in financial management and networking.

*Conclusions and  
Recommendations* 4



## 4.1 Conclusions

The primary objective of CR-PAS is to make community stations understand the factors important for them to develop as true community radios that are owned and operated by the community. It also seeks to help them identify their strengths and weaknesses. Following organization development interventions after a baseline assessment in 2011, CRSC used the CR-PAS tool to assess progress again in 2012.

### *4.1.1 Strong and weak areas of performance*

The strong and weak areas of community radios in Nepal based on the CR-PAS framework are highlighted in this section.

#### **Strong areas**

All the community radios had the goal of bringing about social transformation through information and communication. In so doing different they focused on different aspects such as women empowerment, tourism development, eliminating social injustice, and reducing poverty. Most of the stations were based in rural areas and mobilized resources from different sources – businesses, development organizations, donors, and the general public.

The stations were clear about the definition of the community they intended to serve. Similarly, as organizations they held their general assembly regularly, and elect their governing boards democratically. The boards were largely independent, non-partisan and free from business interests. The stations had also set up different committees that were functioning. The meetings of the board and committees were regular and were done in the manner it is expected to be.

The broadcast content was – all had news and information, educational and musical programs, which are considered to be necessary for satisfying the diverse information needs of communities. The broadcast time was distributed fairly, and there is no domination by a particular subject or gross neglect of other subjects of interest to the community. The stations were aware of their duties to promote local artists and local music, and to highlight successes and good practices in different aspects of social and community lives.

Over time the stations had formulated policies for resource mobilization, and were moving away from dependency on conventional markets. The share of “non-traditional” (other than the market) resources was increasing. In terms of organization and management, the CRs had defined their management structures and fixed responsibilities, authorities and accountabilities of the departments. There was more clarity on the roles and responsibilities of staff and volunteers. The staff meetings took place regularly, and personal files of staff and volunteers were maintained. The property and inventory was relatively well managed and updated, and the stations carried out transactions through bank accounts – an indicator of institutionalization.

The stations collaborated with other agencies and social organizations for social transformation and for their own organizational strengthening, and had emerged as agents for social change.

### **Weak aspects**

The assessment has also revealed some weaknesses in the performance of community radios. The weak aspects have been highlighted here as they provide indications on areas where improvements are need.

A major weakness of community stations was that they did not conduct public consultations with their audiences/ communities for identifying the programs, for fixing membership fees and for seeking public opinion for improving their organization and management. The stations were also reluctant to disclose information (financial positions, sources of finance and plans) to the public. This is important for a true community radio owned and managed by the community. In the absence of such systems the public would not accept the stations as parts of their lives and communities. Another weak area was that the stations had not been keen in developing and announcing codes of conduct for their officials, staff and programs. Further, the stations did not have proper incentive / motivation schemes for staff.

The stations were also weak in conducting meaningful reviews and reflections their status, position and contribution to the society. They were dependent on external sources and had mobilized little or no local resources, and were not seriously reviewing the resource potentials. Though the meetings of the boards and staffs took place regularly the meetings dealt largely with day-to-day affairs and did not discuss strategic and long-term issues relating the operation of radios. As such, planning was generally poor among the stations – they did not have plans for human resources and development; nor did they function in accordance with annual or strategic plans. The radios appeared to be operating in an ad hoc manner as they did not have cash flow plans, and mechanisms for replacing and upgrading equipment.

Weaknesses in program aspects included their excessive dependency on external sources for news bulletins, and inadequate attention on promoting local artists and local languages, and thus local culture and traditions.

### **Change in performance over time**

On the whole the performance of radio had improved in the six months between the two assessments in 2011 and 2012. The performance scores, the observation and feedback from the assessors and the radios, and that of the experts suggested that the improvements were due to the organization development input provided to the participating stations by CRSC/NEFEJ.

The average performance score of the 15 radios improved from 44 to 48 – while 10 radios improved their performance scores, five scored less than what they had scored in the earlier assessment. Though none of the radios had reached model radio category, the highest score had increased to 74 from 64. There indicated an upward movement for the stations – There was



increase in the number of stations in category B (performing) and C (progressing), and there was a decrease in the number of radios in the E (endeavoring) category.

Noticeable improvement had been observed in composites – participation and ownership, program, and resource structure. The composites in which most radios did not meet the minimum requirements of CR-PAS are financial management (7 stations), participation and ownership (five stations), and resource structure and resource management (three stations). Two stations failed in the governance and program composites.

#### ***4.1.2. Factors important for improving performance***

Successive CR-PAS assessments and the OD intervention organized by CRSC/NEFEJ were instrumental in assisting the stations to improve performance. Besides, there are other structural factors that influence the performance of the radios. These were identified in the 2011 assessment and because they remain valid they have been reproduced below.

#### ***Box 4.1 | Factors influencing community radio performance***

##### **Law and policy**

- The law does not define community radios
- The law does not require broad community participation
- The law does not require community involvement in radio operation

##### **Ownership**

- Promoters or groups run many of the radios ‘for’ the community – communities do not run the radios
- Promoters fear loss of control in expanding membership

##### **Organization and management**

- Promoters don’t have clarity on encouraging, managing, and involving volunteers to improve participation and ownership
- Poor understanding organization, organization management
- Low interest in documentation of policies, manuals and guidelines
- Low attention paid to the implications of over reliance on a few sources of resources

##### **Programming**

- Program grids at the stations seemed to be taken as a one-time plan
- The stations did not focus on local music, artists and traditions
- Generally, local ethnic populations, linguistic and culture groups are not adequately involved in developing programs
- Most of the stations had no functional mechanisms for public feedback

##### **Other factors**

- Misconception that broader geographic coverage and longer broadcast hours are good for a community radio
- Misconception that the commodity market is the primary source of resources
- Misconception that setting up systems and mechanisms increases management costs
- Promoters have not understood the power of openness and transparency for winning community support

#### ***4.1.3 Interrelationship of radio performance with other factors***

The findings of this assessment support the conclusion of the previous assessment in regard to the relationship of community radio performance with other factors.

The previous assessment had pointed out some relationship and/or influence of the type of promoter organization and/on the performance of the radio. A similar pattern was observed by this assessment. The average overall score of radios run by cooperatives (51 in the 2011 assessment and 55 in 2012 for six cooperative-run radios) was higher than the average of the radios run by NGOs (39 and 42 in 2011 and 2012 for nine stations).

Similarly the correlation between the number of years in operation and the performance score of the radio is very weak (0.27), which corresponds with the findings of the 2011 assessment. As the 2011 assessment observes:

"This suggests that radios that have been operating for a longer do not necessarily have better performance in terms of CR-PAS indicators or their community-ness. This also suggests that organization and management skills, which are important for successfully operating a station, are not automatically acquired with time but have to be learnt."

The findings of the assessment are in line with that of the previous assessment, which had noted, that

*"...it is often assumed that radios can work better if they have sharply/narrowly-defined missions and goals. Or, radios that are dedicated to a specific cause or community of people can function better. Even though data was not adequate for testing this hypothesis, the findings of the assessment do provide a basis for drawing some inferences. The analysis shows that definition of a community or a cause alone is not a sufficient condition for better performance. ... The ones that scored higher had broader objectives and membership."*

#### **4.2 Effectiveness of the CR-PAS as a performance measurement tool**

The effectiveness of the CR-PAS as a tool is viewed from different perspectives – appropriateness of the tool and appropriateness of the methodology, and the use of CR-PAS information.

##### ***Appropriateness of the tool***

The use of CR-PAS as a tool to assess the performance of community radio is being tested in Nepal and this is the second exercise in the process. The first assessment concluded that the CR-PAS is an effective tool on which there is general agreement of the radio stations, consultants and experts. CR-PAS provided opportunity to the management and boards of stations to clarify their roles, and reflect on their contribution in the operation of the radio. Another positive aspect

of CR-PAS identified in the 2011 assessment report is that the performance areas are balanced and comprehensive as they cover all dimensions of community radio operations. The seven performance areas do not overlap and adequately cover all the essential areas of performance. And, CR-PAS as a tool can reveal both the capacity gaps and the strong areas of performance.

With regard to the seven performance composites, the 2011 assessment found that it is “necessary in order to enable radios or promoters to aim at balanced performance – in other words, to avoid excessive attention in certain aspect(s) at the expense of others.” However, the previous study and this one, maintain that the manual (the composites, indicators, weightage and the processes) need to be dynamic, and therefore should undergo continuous review and revision as necessary – to accommodate the changes taking place and for being responsive to the ground realities faced by community radios.

#### ***Appropriateness of the methodology***

This assessment agrees and strongly backs up the observations of the 2011 assessment about CR-PAS as a performance measurement method. It also supports the provision of a focal person as the internal assessor at the station is very useful, and that two external assessors with distinct expertise in finance and accounting and journalism, radio and organization management are also necessary to ensure a reliable, credible and professional assessment .

The two assessments were done with two modalities – one, using external institutional consultant taking charge of its management; and another, with the CRSC taking full management responsibility. The experience suggests that there is no substantial difference between these modalities in the delivery and output. A reason for this may be that the CRSC was intensively involved in approaches, and the experts and assessors were also unchanged. However, the role of the steering committee was valuable for steering the process and as a custodian of the results. The current assessment backs up the observation of the 2011 assessment: “The on-line support to the assessors, and instant feedback was highly beneficial to bring about uniformity of assessment across the stations and reduce discrepancy.”

#### ***Use of CR-PAS information***

CR-PAS serves not only as a performance assessment tool but also as a scorecard, which has more recently become the order of the modern management worldwide (see box for the importance given to scorecard tool).

**Box 4.2** | *Need to develop the target and scorecards*

“At the International Fund for Agricultural Development’s annual meeting, Gates urged IFAD, the World Food Program and the Food and Agriculture Organization to set a “global productivity target” for small farmers and develop a scorecard system that will measure the contributions of each member of the agriculture community to efforts to reduce global poverty. “Scorecards will help each part of the system focus on its key contribution to the overall goal, diagnose problems as they arise, and spread the most effective interventions,” Gates said. “As it stands, we don’t really know what’s working and what isn’t.

The scorecards will also help the communities identify good policies from the bad ones and allow the public to demand more accountability from their leaders ... Gates pledged to support the development of the target and scorecards.”

Source: <http://www.devex.com/en/blogs/the-development-newswire/bill-gates-proposes-accountability-scorecards-for-agriculture-development> (visited 25 Feb, 2012)

With the help of CR-PAS the community radios can develop their own targets and scorecards. In this sense it is an empowering tool for radio promoters, workers and communities.<sup>1</sup>

### 4.3. Recommendations

As it is noted by the 2011 assessment CR-PAS is “the first of its kind in Nepal ... it is not intended to be a rating system but a tool to assist community radios to understand their strengths and weaknesses”. However, it has proven to be a tool that has broader bearing in the operation and development of community radios. In light of the findings and the conclusions discussed in the previous sections, the researchers come to the following recommendations.

The recommendations are grouped in the same way as it was done in the 2011 assessment report – that is in terms of law and policy, those related to development partners and promoters of radios, and those for the radio stations. Since that the recommendations of the 2011 assessments are still valid and correspond to the findings and recommendations of the 2012 study, the recommendations of the previous assessment are mentioned again, and those made by this study are elaborated in some length.

#### 4.3.1 Policy makers

Regulating community radio has become an important issue for policy makers in Nepal. The key reasons for this is that the stations have grown fast into a sector in itself, and because they promote the social transformation agenda of the State more seriously than commercial stations. However, the legal and regulatory framework does not differentiate community radios from the commercial stations. Related to this, a number of community radios that intend to go by the standards of the CR-PAS, are not able to do so because the laws view them as commercial

<sup>1</sup>Empowerment is “A management practice of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance. Empowerment is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction”. (Source: <http://www.businessdictionary.com/>)

stations in terms of royalties and taxation. The assessment points to the need for crucial policy and legal provisions to facilitate the community radio movement – also recommended by the 2011 study.

- Formulate a comprehensive broadcasting law, incorporating a definition for community radios in consultation with stakeholders and taking into account the CR-PAS recommendations.
- Fix the term for licenses of radios to ensure equal opportunity for all citizens to participate in broadcasting.
- Ensure clear provisions that apply to different types of broadcasters in laws, regulations and policies.

#### ***4.3.2 Development partners/promoters***

The development partners have continued playing a prominent role in the establishment, strengthening and development of community radios in Nepal through support to the individual stations, representative associations, and promoters. The development partners recognize the importance of community radio as effective channels for community information, education and communication. The community radios have also proven themselves as indispensable means to run social movements, promote good governance and accountability, and thus carry forward the agenda for social transformation agenda. Since the community radios have become such important carriers of development messaging that the performance the stations can reflect on the messages and also determine their effectiveness of communication. In other words, the goals of the development could be more easily attained if they worked for strengthening community radios. The recommendations to the development partners are rooted in this background. The following were the recommendations of the previous assessment.

- Support the continuation of the CR-PAS assessments at all stations
- As an incentive for individual stations to sign up for the assessment it is recommended that donors supporting independent community radio in Nepal make the assessment mandatory for stations seeking donor support

#### **This assessment recommends that:**

- Development partners should encourage and support the rollout of the CR-PAS across community radios throughout the country. The first two assessments covered only 15 stations (out of 23 that had signed up due to resource constraints). After the two assessments and OD interventions, more community radios have shown interest in being assessed. This assessment recommends that such interests be encouraged, rewarded and nurtured. Considering the effectiveness of the CR-PAS and OD combination it also recommends that the two be carried out as a package.
- The practice of community consultation was weak among community radios and communities were also not coming forward with their ideas to support the stations. This has resulted because of inadequate awareness about the relationship between and potential

of community radio. Therefore it is recommended that programs be carried to stimulate the demand side by making communities aware of their right to receive information from radio.

#### **4.3.3. Individual radios**

Individual radios have found the CR-PAS to be an eye-opener as to where their effort should focus for strengthening their stations. CR-PAS shows the strengths and weaknesses in an objective manner. Since the report is basically an aggregation of performance outcomes of the 15 studied, the analysis and findings do not cover the analysis for a radio beyond the CR-PAS. The 2011 assessment had made the following recommendations that are still valid:

- All community radios or radios that claim to be community radios should voluntarily sign up for a CR-PAS assessment.
- Establish mechanisms to begin enlisting members of community radios.

#### **The following are recommendations of this assessment:**

- The community radios can improve their internal organizational performance and public image taking up the recommendations of the CR-PAS results. They need to go through their strengths and weaknesses identified in the section three of this report and work out what is needed to improve. The OD guidebook developed by the CRSC can be the starting point in the journey for change.
- Organize and participate in advocacy programs reform in the laws. The community stations face difficulties in meeting some of the CR-PAS performance standards because the laws of the land are not clear about them. Some examples of this, as identified by the 2011 assessment, include non-requirement of membership provisions, non-requirement of a separate board, and so on. These standards can be made through appropriate legislation as it will level the playing field for all radios..
- Run campaigns against social evils. Community radios can improve their public image, strengthen their program capacities, and mobilize resources for social change by attacking social evils and advocating change.

#### **4.3.4. CRSC/NEFEJ**

CRSC is a major organization involved in nurturing the community radio movement in Nepal. It is often referred to as the “mother” of community radios in Nepal, as it was the organization that set up Radio Sagarmatha, the first in South Asia. CRSC has also provided support (advice, capacity building, in kind, etc.) to almost every community station in Nepal in one form or another. To many radios CRSC remains the sole source of inputs for innovation, creativity, and capacity building. So, the community radios expect and prefer inputs and interventions from CRSC for enhancing their organizational, technical, and program capacities.

The following are the recommendations of the 2011 assessment for CRSC are still valid.

- Continuously update the CR-PAS using feedback from the pilot assessment.
- Make CR-PAS assessments mandatory for assisting/ supporting the development of community radios.

**This assessment recommends the following:**

- Prepare a self-assessment kit for radios on CR-PAS and train radio personnel on its use. The focal persons and other responsible officials at the stations feel with such a kit the CR-PAS can be a tool for self-assessment for internal reviews.
- Develop village radio journalists. The focus of CR-PAS is to bring the operations of the community radios closer to communities. Rural radio journalists can be strong links between communities and community radios. It is therefore recommended that CRSC focus efforts on building a cadre of village-based radio journalists. The trainees could include men and women from community organizations, occupational groups and professionals. These rural reporters could over the years the financial burden of the stations in local news production.
- Document good practices of community radios and disseminate the information. Different radios have successfully put in practice different systems and approaches to run of community radios, especially with community involvement and systems of governance, station management, program production, resource mobilization and networking, among others. Cross-fertilization of ideas and learning on community radios is still lacking in Nepal and the CRSC can provide a platform for such exchanges, in addition to supporting research and documentation at the central level. It could consider publishing a bulletin on good management practices as a beginning.
- Continue training for community radio management and staff members. It was observed that the stations are technical (operation and maintenance), program (community needs identification, need-based program development, and making programs more interesting for their communities), and management (human resource, systems and processes). CRSC has been conducting training and orientation programs for technicians, radio journalists, managers and board members and recommends the continuation of the activities.
- Conduct research and development (R&D) on sustainability of community radios. CRSC has developed input/support materials for almost all aspects of operating community stations, and has emphasized on institutionalization of community radios. Institutionalization of community radios is possible only when they operate and function in sustainably – in resources, in organizational functions, and programs. This study recommends that the CRSC conduct an action research and prepare guidebook for sustainability of community stations.





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*Annex* 6



## 6.1 People involved in CR-PAS implementation

**6.1.1 | Steering Committee**

S.N	Name	Organization	Designation	Steering Committee
1	Prof. P. Kharel	Central Department of Journalism and Mass Communication/ Tribhuwan University	Professor	Chairperson
2	Prof. Amuda Shrestha	Faculty of Management/ Tribhuwan University and Former Member, National Women Commission	Professor	Member
3	Mr. Suman Basnet	AMARC Asia Pacific	Coordinator	Member
4	Rajesh Ghimire	Nepal Forum of Environmental Journalists (NEFEJ)	General Secretary	Member
5	Mr. Raghu Mainali	Community Radio Support Centre (CRSC)/NEFEJ	Coordinator	Member Secretary

**6.1.2 | Management Team**

Coordinator	Raghu Mainali, CRSC
Resource persons	Bikram Subba Yadab Chapagain Binod Bhattarai
Management Associate	Nagendra Lamsal, CRSC

### 6.1.3 External and Internal Assessors

Radio	External assessors	Internal assessor	Date of assessment
Radio Sagarmatha	Jagat Man Dong (Team Leader) Ghanendra Ojha (Member)	Station Manager	February 12-13, 2012
Radio Namobuddha	Durga Karki (Team Leader) Kanchan KC (Member)	Bhakta Syangtan, Station Manager	February 15-16, 2012
Sumhatlung F.M	Bharat Bhoosal (Team Leader) Ghanendra Ojha (Member)	Bijaya Bod Lawati, Station Manager	January 22-23, 2012
Radio Menchhyayem	Bharat Bhoosal (Team Leader) Ghanendra Ojha (Member)	Prem Chandra Ninglekhu, Station Manager	January 26-27, 2012
Radio Purbanchal	Bharat Bhoosal (Team Leader) Ghanendra Ojha (Member)	Kamala Kandel, Executive President, Radio Management Board	January 29, 30, 2012
Samad F.M	Bharat Bhoosal (Team Leader) Ghanendra Ojha (Member)	Jibachh Chaudhary, Station Manager	January 31- February 1, 2012
Radio Sindhuligadhi	Bharat Bhoosal (Team Leader) Ghanendra Ojha (Member)	Dwarika Kafle, Station Manager	February 3-4, 2012
Bheri F.M	Durga Karki (Team Leader) Laxmi Bista (Member)	Niraj Pokhrel, Coordinator	January 30- 31, 2012
Radio Lumbini	Durga Karki (Team Leader) Laxmi Bista (Member)	Krishna Prasad Nepal, Executive Officer	January 25- 26, 2012
Radio Jagaran	Durga Karki (Team Leader) Laxmi Bista (Member)	Shivaji Gayak, Station Manager	January 27- 28, 2012
Himchuli F.M	Durga Karki (Team Leader) Laxmi Bista (Member)	Dilip Rai, Station Manager	January 22- 23, 2012
Radio Marsyangdi	Durga Karki (Team Leader) Laxmi Bista (Member)	Prem Kumari Ghale, Station Manager	January 21-22, 2012
Vijaya FM	Prateek Bhandary (Team Leader) Kanchan KC (Member)	Bhumi Raj Chapagai, Station Manager	January 20-21, 2012
Solu FM	Jagat Man Dong (Team Leader) Kanchan KC (Member)	Manoj Shrestha, Station Manager	February 6-7, 2012
Rupakot Radio	Prateek Bhandary (Team Leader) Kanchan KC (Member)	Tanka Bahadur Thapa, Station Manager	February 1-2, 2012

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