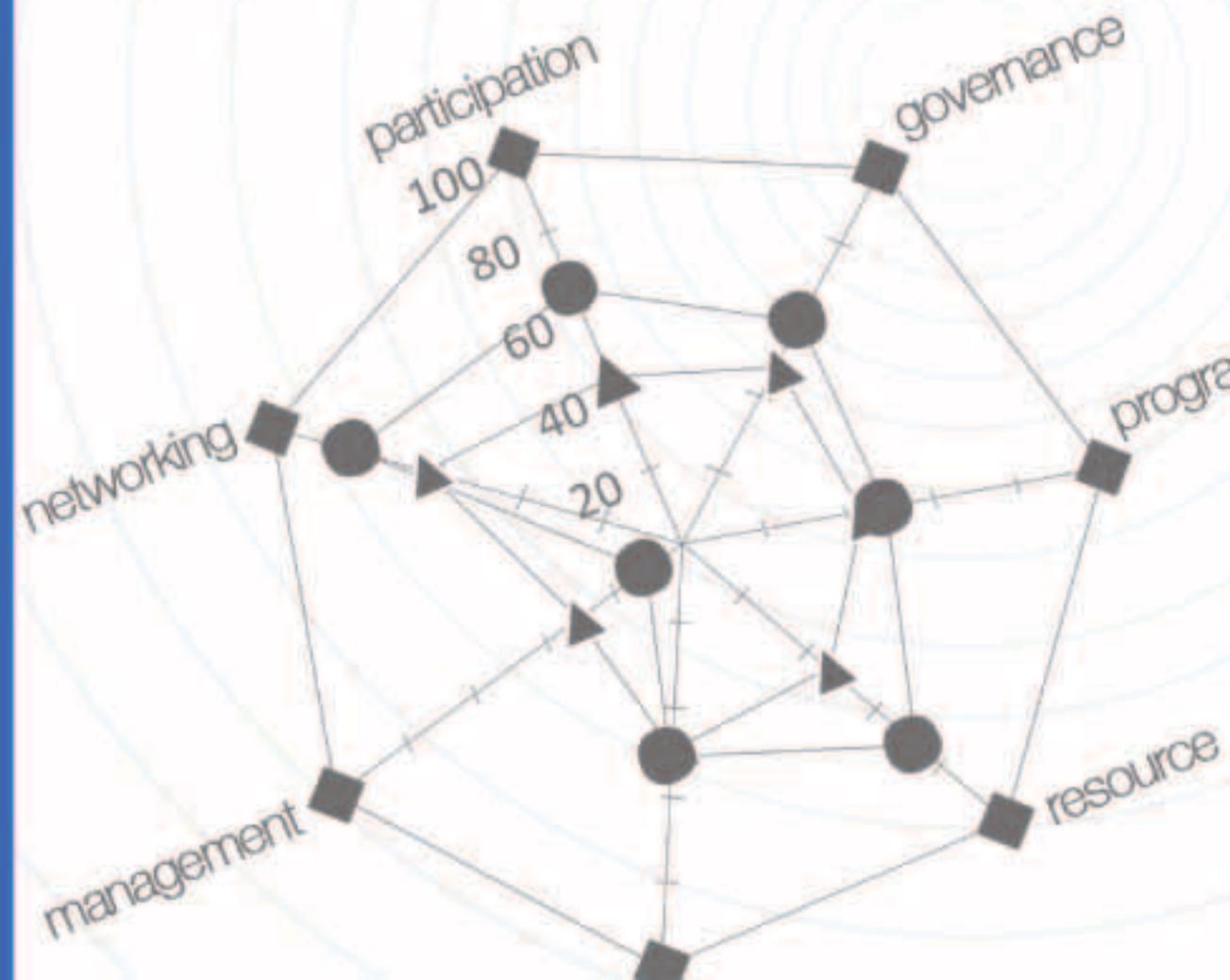


Community MHz

Assessing Community Radio
Performance in Nepal



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A Pilot Assessment of 15 Stations



Kathmandu Office

CRSC / NEFEJ

with support of UNESCO, Kathmandu

2011

Community MHz: Assessing Community Radio Performance in Nepal
A Pilot Assessment of 15 Stations

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Rabin Sayami

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PO. BOX NO. 5143 Kathmandu, Nepal

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Foreword

Due to the low literacy rate and lack of basic infrastructure, mainstream media reach only few people in the hilly and mountainous areas of Nepal. In these parts of the country, community radios play a particularly important role in disseminating information. They are the most effective media to enable people to participate in policy and decision-making processes, and to protect and promote the diversity of their cultural expressions. And they are in the frontline defending freedom of expression and right to information.

Through community radios, community members can voice their concerns and receive information that concerns them directly. Community radio stations can expose weak governance and corruption and encourage open dialogue and transparency of administration at local level. Many community radio stations have pinpointed failures in decision making, and questioned the use of public funds.

However, community radios function not only as watchdogs – they also provide entertainment during the long days of work and contribute to create solidarity among community members,

Since the establishment of Radio Sagarmatha in 1997, the first community radio in South Asia, the number of community radio stations in Nepal's has started to grow rapidly. Today they are almost 200, showcasing an exceptional spirit of pioneerism and ambition in creating avenues for free flow of information.

With this thriving and vibrant radio landscape, Nepal's community radio actors have lead the way for other South Asian countries.

However, the challenges for Nepal's community radios has been the lack of legal framework and the lack of a clear definition of what community radios actually are, and how they differ from the privately or government owned radio stations.

The Community Radio Performance Assessment System offers one of the first tools to address these and other challenges in a systematic way. They help define community radios and establish how community oriented they actually are. The indicators are a clear and practical tool for assessing community radios – both for the community radios themselves, as well as the external stakeholders promoting community radios.

Ever since the establishment of Radio Sagarmatha, community radios have been one of the priority areas for the UNESCO Office in Kathmandu. UNESCO has regularly supported projects that have catalyzed the growth of the sector by promoting replicable models and building the capacity of key organizational players. Therefore it is only natural that we now support the pilot project of the first application of the Community Radio

Performance Assessment System. I am sure that this methodology will further strengthen Nepal's community radios, and offer them a tool to grow, not only in numbers but also in terms of the quality of their work.

Axel Plathe

Head of Office and UNESCO Representative to Nepal

Remarks

This report on a pilot study undertaken in connection with the Community Radio Performance Assessment (CR-PAS), based on the indicators developed by the Community Radio Support Centre/Nepal Forum of Environmental Journalists (NEFEJ), is the first of its kind not only in Nepal but the whole of Asia. The unique venture with such timely and positive impact could serve as a model for the Government of Nepal and other organizations and governments committed to community radio development. The CR-PAS is a manual designed to enable community radio managements to gauge the strengths and shortcomings for consolidation, improvement and refinement of the quality of their overall functioning, including the contents carried, the infrastructure developed, the participation and ownership, the composition of the staff members and inclusive nature of programmes and different units of the target community.

The study, covering 15 community radio stations spread over different regions of Nepal, could not have been more timely and appropriate in that Nepal earned the distinction of becoming the home to the first private radio station in South Asia when NEFEJ launched Radio Sagarmatha that debuted as a community FM radio in 1997 after a long and relentless struggle to obtain the licence from the government. This paved way for other FM radio stations to spring up, at first in trickles and later in a rush. Today, more than 330 such broadcasting services are on air, about 60 per cent of them asserting themselves as community radio.

Against the backdrop of the Government of Nepal having not yet defined and categorized radio services as community, commercial or other types, the initiatives taken by the Community Radio Support Centre/NEFEJ to define and develop what a community radio is and how it should function are a significant step in the positive direction. The lead thus taken and the response received from radio broadcasters have been highly encouraging. Once it gains ground as a regular in-house exercise among individual community radio stations, this sector can be seen to be distinctly transparent, accountable, responsive and reliable—qualities that are critically relevant for the community radio movement.

Encouraging is also the fact that the legitimacy of the CR-PAS has not been questioned by the community of community radio broadcasters, chiefly because representatives of radio broadcasters have been involved in various stages of the formulation of the manual

and the stages leading to the pilot assessment commissioned to The Writing Workshop that has submitted this report in a fairly comprehensive manner and within the specific mandate and deadline.

It may also be mentioned that the Community Radio Support Centre/NEFEJ organized a meeting of stakeholders in Kathmandu earlier in 2011 in preparation of forming a Steering Committee. In a demonstration of their commitment to the cause of community radio movement, the Committee members included parliamentarians and members of National Human Rights Commission, National Women's Commission, representative of Ministry of Information and Communications, Association of Community Radio Broadcasters Nepal, World Association of Community Radio Broadcasters (AMARC), Federation of Nepalese Journalists, Federation of Community Forestry Users, Nepal (FECOFUN), Nepal Press Institute, Central Department of Journalism and Mass Communication/Tribhuvan University and NEFEJ .

I am indebted to the distinguished colleagues from different sectors for their active participation and valuable suggestions during the Committee's work, which included the selection of the community radio stations for participation in the all-important pilot assessment and the selection of the team for undertaking the study and submitting the report.

Prof. P. Kharel

Chair, CRPAS Implementation Steering Committee

Acknowledgements

Absence of concrete and well articulated definitions, norms and standards for community radios has led to a crisis of identity for community broadcasters in Nepal. Furthermore, silence and ambiguity in the part of the law has led to opportunistic and exploitative use of community radios. Distinction between community and commercial broadcasting is becoming increasingly unclear.

On the other hand, there are clearly defined and internationally accepted standards that distinguish a community broadcaster from a commercial radio station. Community radios deserve a distinct identity of their own which can be achieved by following internationally accepted and well defined norms and standards of community broadcasting. Paving way for achieving true identity as a community broadcaster is long overdue in Nepal.

Resources invested in community broadcasting sector in the past have yielded impressive rise in the number of local radios in Nepal. It is now time to focus the efforts on enhancing their quality. Performance and quality, as integrally related as they are, will truly define the path that community broadcasters will have to tread to achieve the goals and objectives of community broadcasting. It is a well established fact that performance based incentive can ensure sustainable and continuous growth of an institution. It greatly enhances chances of success and there by increases interest of potential supporters. This is equally if not more applicable to a community based endeavor. Increasing community's interest and participation has direct bearing over a community radio's chances of sustainability.

Therefore it is only reasonable to seek a clear and well defined space for community participation in the governance, management, and operation of a community radio station. Only when a community owns and benefits from the radio that it will also nourish and protect the station. This is about addressing sustainability at a higher sphere. Healthy development of the community radio sector can be achieved only when due considerations are given to community involvement and downward accountability.

Community Radio Performance Assessment System (CRPAS) is a tool to help community radios become better community broadcasters. CRPAS is the result of work carried out by the Community Radio Support Centre (CRSC/NEFEJ) in the last one decade for enabling, facilitating, and promoting community radio in Nepal. More precisely,

it is a direct result of consultations carried out between 2009 and 2010 at local and regional levels and at all levels of stakeholders about state of community broadcasting in Nepal, key challenges faced by the sector, and ways of resolving the challenges. Complementing those consultations were studies, reviews and researches about community radio sectors in other countries and continents. CRPAS is a complete diagnostic tool of a community radio station. It measures performance of radios on the basis of nationally and internationally accepted norms and standards and is based on the underlying concept and principles of community broadcasting. It is founded on widely accepted good practices of participation, organization management, and the prevalent national regulatory requirement. CRPAS is a set of well defined and objectively measurable indicators, based on which performance of community radios can be measured.

CRPAS was launched in Nepal in 2010 and 2011 on a pilot basis covering 15 community radio stations. The pilot project was supported by UNESCO Nepal. We hope the study serves as a roadmap for the community radio practitioners and provides insights to all stakeholders – communities, policy makers, regulators, activists, academics and donors – to more effectively and sustainably channelize their support for the sector.

CRSC/NEFEJ would like to thank UNESCO Nepal for its valuable support that has made this report a reality. We are grateful to The Writing Workshop, a consulting firm and its Managing Director and media expert Binod Bhattarai, development management and evaluation expert Yadav Chapagain and Strategic planning and evaluation expert Bikram Subba for their painstaking efforts in carrying out the pilot assessments. Thax goes to Binod Bhattarai for editing the report. Thanks are also due to the assessors who travelled to different parts of the country to collect data.

We would like to thank Axel Plathe, Head of Office and UNESCO Representative to Nepal and Professor P Kharel for their important remarks which will definitely encourage us to continue our efforts for the improvement of the community radio sector.

Special thanks are for Wijayananda Jayaweera (Director, Division for Communication Development UNESCO, Paris until 2010), Hara Prasad Padhy, Program Specialist, Division for Communication Development UNESCO, Paris; and Terhi Ylikoski, Associate Expert Communication and Information Unit, UNESCO Office in Kathmandu for inspiring and motivating us to conduct the study. We thank Laxman Upreti, President, NEFEJ and Tika Ram Rai, Executive Director, NEFEJ for facilitating this work. Similarly, thanks go to graphic designer Rabin Sayami for his work on this report.

We would also like to thank individuals who led this process as members of the CRPAS Implementation Steering Committee. They include: Prof. P. Kharel, Central Department of Journalism and Mass Communication, Tribhuvan University; Hon. Gauri Pradhan, Member National Human Right Commission of Nepal; Prof. Amuda Shrestha, Member, National Women Commission of Nepal (until September 2011); Hon. Binod Pahadi, Member Constituent Assembly of Nepal; Mr. Mahendra Guragai, Joint Secretary, Ministry of Information and Communication; Suman Basnet, Regional Coordinator, AMARC Asia Pacific; Shiva Gaunle, President, Federation of Nepalese Journalist; Min Bahadur Shahi, President, Association of Community Radio Broadcasters Nepal; Gopal Guragai, Executive President, Communication Corner Pvt. Ltd.; Apsara Chapagai, President,

Federation of Community Forest Users Nepal (FECOFUN); Krishna Murari Bhandary, Vice-President (until October 2011), Nepal Forum of Environmental Journalists (NEFEJ).

Finally, we wish to thank all community radio stations that participated in the pilot assessment and the focal persons appointed by the stations for their cooperation and engagement throughout the process.

Lastly, we hope that this study contributes to increase the number of sustainable community radios in Nepal.

Raghu Mainali

Cordinator, CRPAS Implementation Project
CRSC/NEFEJ

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EXECUTIVE SUMMARY

1.0. EXECUTIVE SUMMARY

1. Independent FM radio is fairly recent in Nepal. The first few radios were established in the mid-1990s. Most of them were licensed and established after 2006. Until late August 2011, the government had issued 393 licenses. The licensees include non-government organizations (NGOs), cooperatives, local government bodies, commercial entities and the state-run broadcaster. Nepal still lacks a comprehensive law on broadcasting, despite specific guarantees for broadcasting in the Interim Constitution 2007.
2. This document reports on the pilot assessment of 15 community radio stations – or of radios that claim to be community radios – based on the Community Radio Performance Assessment System (CR-PAS) developed by the Community Radio Support Centre (CRSC)/ Nepal Forum of Environmental Journalists (NEFEJ). The CR-PAS seeks to assess community radio stations in seven performance areas: participation and ownership, governance, programs, resource structure and management, station management, financial management and networking. It uses a set of 60 indicators and is intended to be a practical tool that the stations could eventually adopt for continuous self-assessment.
3. Following a brief overview of radio in Nepal, this report provides an overview of the CR-PAS and the assessment process. Thereafter, it reports on the findings and analysis both of all the radios that were assessed and also of individual stations, leading to conclusions and recommendations.
4. The CR-PAS provides a basis for rating stations – based on their performance scores, from A to E. A being model radios and others between those endeavoring to become community radios to those that are close to becoming model radios. None of the assessed stations scored enough points to come under category A. Eight of the assessed

stations came under category E, three under D, two under C, and two under category B. Though some of the stations under category E had obtained the minimum points required by the CR-PAS, they did not meet the minimum requirements in one or more of the seven composites or performance areas. Further, one station that obtained the highest aggregate score did not obtain the minimum points required under one set of indicators.

5. Among the findings, there were stations that did not produce their own newscasts, those that had political and/or business interests in their boards, and also those that did not have separate bank accounts. There also were stations that had produced much of their own content, had independent representatives in their executive boards and had begun establishing financial systems and procedures. Only three stations had scores that was above the minimum required by the CR-PAS as well as the prescribed minimum for all seven composites. There are also variations in the performance of the stations across indicators. Overall, the findings provide a snapshot of the state of community radio, including both the positive aspects as well as those areas that need to be rectified.
6. Generally, the stations that scored well on the CR-PAS had good programming and good governance systems. Radio program was a weak point for some stations, for other it was resource mobilization and financial management. Though there were weaknesses in terms of participation and ownership, it was attributable to lack of law and policy to some extent, and not necessarily something entirely under the control of the stations.
7. Even though the CR-PAS was not intended to be a rating system, the pilot assessment suggests that it can be developed into one that could be of use to regulators and also for stakeholders supporting the independent radio movement in Nepal. Further, an assessment tool like the CR-PAS has to be a living document, one that can accommodate improvements as radio stations also improve. Its major strength is its acceptance by community radios. Therefore the study recommends continuously revisiting the CR-PAS and refining and simplifying its indicators to prepare tools that can be used to assess the performance of community radios as well as other broadcasters – after fine-tuning the indicators for measuring specific issues say in commercial radio or television. This assessment has provided some feedback for revising and updating the indicators.
8. The findings suggest that stations that have been in operation for a longer period or have narrowly defined audience groups they want to serve cannot necessarily perform better unless they address to other performance areas. Further, despite everything that has been said about local radio in Nepal, there was a major gap in the efforts of community radios to promote local languages and cultures, and volunteerism.

10. The assessment report has 14 specific recommendations relating to law and policy, those addressed to donors, individual stations and CRSC/NEFEJ. Briefly, the recommendations are:

Law and policy

- a. Formulate a comprehensive broadcasting law, incorporating a definition for community radios in consultation with stakeholders and taking into account the CR-PAS recommendations.
- b. Fix the term for licenses of radios to ensure equal opportunity for all citizens to participate in broadcasting.
- c. Ensure clear provisions that apply to different types of broadcasters in law as well as regulations and policies.
- d. Review the existing distribution of frequencies to ensure that single stations do not have multiple frequencies and same organizations are not operating multiple stations.
- e. Adopt the CR-PAS framework for developing an assessment system for use in regulating broadcasting and for directing support to community radios.

Support to CR-PAS and community radio

- f. Support the continuation of the CR-PAS assessment at all stations
- g. Make the CR-PAS assessment mandatory for community radios seeking government and donor support (and support from agencies that use national public funds).

Capacity development

- h. Support capacity building programs in areas where the stations are weak, as pointed out by the CR-PAS assessment.
- i. Encourage all community radios or radios that claim to be community radios to voluntarily sign up for a CR-PAS assessment
- j. Focus urgently on program improvement and financial management.
- k. Establish mechanisms to begin enlisting members.

Updating CR-PAS

- l. Update the CR-PAS using feedback from the pilot assessment.
- m. Make CR-PAS assessments mandatory for assisting/supporting the development of community radios.
- n. Prepare training manuals, particularly process manuals for use by assessors while carrying out the assessments.

Overview of Community Radio in Nepal

2.0. Overview of Community Radio in Nepal

Independent FM radio is fairly recent in Nepal. The first few radios were established in the mid-1990s but the growth stagnated thereafter, owing largely to delays in licensing.¹ Some more stations were licensed in the years that followed but the licenses were issued based largely on ministerial discretion rather than a predictable process. The government eased licensing after 2006² and there has been no looking back since – about 150 licenses were issued between April 2006 and July 2007.³ In early August 2011, the government had issued 393 licenses; of these, 228 were community stations and the remainder commercial radios.⁴ Technically, "any person or corporate body"⁵ can obtain a broadcasting license though the present licensees include only institutions including commercial enterprises, cooperatives, non-government organizations (NGOs) and local government bodies.

Nepal's Interim Constitution 2007 has included the term "broadcasting" in the section on rights accorded to the Nepali media. Article 15 has four sub-clauses specifying media rights. Article 15(1) bars prior censorship, 15(2) has guarantees against closure of media for the content that is printed or broadcast, 15(3) guarantees against cancellation of registration and seizure of the press and Article 15 (4) guarantees that the government will not "obstruct" any means of communication – "the press, electronic broadcasting and telephone".⁶ That said the government retains the right to place "reasonable restrictions" on matters that have not been defined narrowly⁷. Similarly, Article 27 guarantees the Right to Information and Article 28, the Right to Privacy.

Nepali law does not define "community radio" but various models of community broadcasting have evolved over time and are based on or follow the model (with modifications as needed) of the first independent station – Radio Sagarmatha – that was established in 1997. It took five years since the National Communication Policy permitted independent radios in Nepal to the actual establishment of such stations. The policy included a clause to allow, "corporate bodies from the private sector" to be permitted to set up FM "broadcasting systems in any defined area and broadcast education and recreational

programs."⁸ The beginnings of independent broadcasting in Nepal therefore did not envision communities coming into broadcasting. It, therefore, is essentially a space that has been created by radio activists, and mainly the by its first proponents at the Nepal Forum of Environmental Journalists (NEFEJ). The United Nations Educational Scientific and Cultural Organization (UNESCO) supported these initial efforts.

Almost 15 years after the licensing of the first station, Nepal's law and policies on broadcasting remain largely unchanged. For example, the licenses are non-transferable and remain effective as long as the licensee renews them every year. The law is silent on the license term, which exists in many other countries as it serves as a window that could provide other interested groups to bid for a license upon expiry of the initial term for providing better services to listeners (and viewers in the case of television). Further, until October 2011 even the guarantees included in the Interim Constitution had not been incorporated in the broadcasting law.

A long-term government policy on the information and communication sector (2003) does have some provisions on ownership, including cross-ownership but it remains to be reflected in law and practice. Clause 2.19 of the document says permission would be granted to any individual or organization to operate "a maximum of any two" media types from among publication companies, news agencies, radio and television. It also states that a licensee investing in two media would be allowed to own only 40 percent of the shares in the second medium.⁹ These provisions had not been implemented in August 2011.

The High Level Media Commission formed to recommend media policy after the change of regime in 2006 had made specific recommendations on classification and ownership of radio. However, its recommendations also remain to be translated into law and policy. The Commission had recommended classifying broadcasters in terms of their objectives either as public service, commercial and community; and reach – national, regional or local – and to make arrangements from the state to provide "special facilities" to community broadcasters. It also recommended that local elected bodies and educational institutions be permitted to operate FM stations with 30-watt transmitters. Another recommendation suggested introducing fixed-term licenses (as opposed to open licenses that can last for perpetuity as long as they are renewed annually) and putting up the frequencies used by national commercial broadcasters for fresh bidding after the expiry of the terms – the Commission did not recommend the same for other types of stations.¹⁰

Both the broadcasting law and regulations date back to the early 1990s and there has been little or no policy attention on independent radio since the National Broadcasting Regulations (NBR) were last amended in 2001. The amended regulations require broadcasters to pay an annual "royalty", among others, which is four percent¹¹ of the gross income (NBR 2052, Clause 11-1). The rules also say that the government would "prescribe" a fee that broadcasters could charge "consumers" (NBR 2052, Clause 12-2). The second provision is supposed to apply to cable operators but the fact that such a clause exists is indication of the little policy attention to broadcasting, which has remained one of the fastest growing sectors in the media after 2006. This is because the second clause can be extended (in interpretation) to include advertising rates (Clause 13).¹²

The National Broadcasting Act, enacted in 1993, had won praise of UNESCO that said, it could "serve as a model for broadcasting worldwide."¹³ But the government did not interpret it in the same spirit, and therefore, actual licensing of independent radio also took much longer because of delays in formulating the necessary by-laws or regulations. The NBR issued on 11 June 1995 had a clause that also gave government a right to impose "special conditions". And Rule 9 (i) allowed it to ban broadcast of, undefined, "other materials" from time to time.¹⁴ Using this clause the government had imposed 19 conditions on Radio Sagarmatha – the first independent radio licensee.¹⁵ One condition barred "commercial programming" or advertising; another one required the inclusion of a representative of the Ministry of Information and Communication (MOIC) as a member of the board of directors. The station was also barred from broadcasting news.

Radio Nepal – the state broadcaster – introduced FM broadcasting in Nepal in 1995¹⁶ but the channel was used only for entertainment programming. The FM station was to be used as a vehicle for raising revenue, by selling air time blocks to private broadcasters,¹⁷ to cross-subsidize the short and medium wave broadcasts of the government. This changed after the government began licensing independent stations in 1997.

Table 1.1: Radios licensed in Nepal (August 2011)

Radio type		East	Central	West	Mid-west	Far-West	Total	
Private		36	63	31	8	12	150	150
Community	NGO	28	53	35	48	19	183	242
	Cooperative	10	13	18	12	1	54	
	Edu. Institutes		3				3	
	VDC			1			1	
	Municipality		1				1	
Government			1				1	1
Total		74	134	85	68	32		393

Source: CRSC. VDC= Village Development Committee, NGO = Non Government Organization

In early August Nepal had issued 393 radio licenses of which around 334 were broadcasting. Of those stations broadcasting, about 190 were community radios. The radio sector comprised of large commercial FM stations broadcasting content produced in Kathmandu to over 50 of Nepal's 75 districts and smaller ones that produced their own content and/or used a mix of locally-produced and externally-supplied programs. The growth in FM stations has also led to the establishment of a number of content production organizations. These groups produced and distributed programs nationwide. Some content producers/distributors are radio stations that distribute centrally produced content to affiliates while others are NGOs and private companies. The state broadcaster Radio Nepal also uses FM to relay its national and regional broadcasting across the country.

Table 1.2: Distribution of radio licensees in Nepal

Development Region	Zone	Community	Commercial	Government	Total
EAST	Mechi	9	11		20
	Koshi	12	20		32
	Sagarmatha	17	5		22
	Sub-total	38	36		74
CENTRAL	Janakpur	21	6		27
	Bagmati	30	32	1	63
	Narayani	19	25		44
	Sub-total	70	63	1	134
WEST	Lumbini	24	13		37
	Gandaki	21	15		36
	Dhaulagiri	9	3		12
	Sub-total	54	31		85
MID-WEST	Rapti	27	1		28
	Bheri	22	7		29
	Karnali	11			11
	Sub-total	60	8		68
FAR-WEST	Seti	10	11		21
	Mahakali	10	1		11
	Sub-total	20	12		32
	Total	242	150	1	393

As of August 2011 Source: CRSC/NEFEJ.

2.1. Ownership

Ownership-wise, Nepal's FM radios can generally be grouped into three categories: community, commercial and state-run.¹⁸ This, however, is not a result of government policy but a classification used by radio enthusiasts and activists to differentiate between stations that are purely commercial ventures and those run by non-profits, cooperatives and local government bodies¹⁹. Nepal has no laws governing ownership and for regulating broadcasting, therefore, the sector remains free and largely unregulated.

The local radios may not strictly be "community" in terms of licensing or organization, and governance, but are closer to the communities they serve, than for example, a state-run national broadcaster or a large Kathmandu-based commercial station. The radios run by locally elected bodies (local governments) can be grouped as community radios, provided their content is about the community, and is not influenced and/or directed by the politicians in the local bodies, the licensee.²⁰ However, there are no content studies available that measure the political influence in programming.

Till October 2011 Nepal had no control on multiple ownership of broadcasting licenses. A review of data at the MOIC website by Raghu Mainali, CRSC coordinator,

suggests that some institutions operating community stations had acquired as many as five licenses, which puts into question the very notion of "community" which no longer seems to have local connectedness in its meaning, but instead, suggests that it is becoming some sort of a brand name. (Table 1.3)

Table 1.3: Multiple licensing of community radios

Organization	Licenses acquired	Districts
Karnali Integrated Rural Development and Research Centre	3	Jumla and Kalikot. The license for Mugu has been cancelled.
Bheri Multipurpose Cooperative Ltd.	2	Surkhet (One license is used for up linking)
Janasanchar Kendra Nepal	2	Morang and Sunsari
Manav Bikas tatha Samudayik Sewa	5	Dadeldhura and Okhaldhunga are operational. Others have been cancelled.

Source: CRSC

Donors like UNESCO, Free Voice The Netherlands and the Danish development agency DANIDA had supported the growth of radio in the 1990s by helping procure equipment and in capacity building.

The government eased restrictions – written and unwritten – on licensing after the political changes of April 2006. As result Nepal now has stations of almost every size (with transmitters ranging from 50 watts to 10,000 watts). In early-August 2011, only one of Nepal's 75 districts did not have a radio licensee (Manang) and there were local stations broadcasting in 72 districts. After 2006 the government also made major changes in the license and renewal fees. The fees were reduced by almost five times for those using a 100-watt transmitter, and 25 times for those using a 50-watt transmitter (to NRs 1000 or US\$15) and 20 times for those using 30-watt transmitters from (NRs 10000 to NRs 500 or US\$8). The changed fee structure for smaller stations indicated the government's desire to promote local stations rather than those broadcasting to larger audiences (mainly commercial stations).²¹ However, only a handful of community stations qualify for the reduced fees because most of them broadcast using transmitters over 100-watts and have been focused on expanding reach rather than serve their immediate communities.

Some radio stations – irrespective of whether they are community or commercial – have clear links with political parties. Some members of parliament have used constituency development funds to make cash grants to radio stations, even though the funds are supposed to be used for local infrastructure building and development activities. Since accounts on how MPs spend their constituency development funds are held at the District Development Committees (with no central reporting mechanism), it is difficult to say how much of such funds have gone to radio and whether or not there are strings

attached to such support. This is also alarming given that radio advocates suggest that politicians own between 40-60 percent of radios. Says Raghu Mainali, "If only zonal leaders are to be taken into account, 40 percent of the radio stations are owned by party activists, if district level party members are taken into account, they own 60 percent of the radio stations."²²

Nepal also has radios that were used for propaganda by the Maoists during the armed insurgency (February 1996-April 2006) that were licensed as regular FM stations on 20 September 2009. A cabinet decision approved a "special provision" for "regularizing" the clandestine broadcast units²³ following which five licenses were issued. The new licensees were Janasandesh P. Ltd. Kirtipur; Janasanchar Kendra (Radio Ganatantra), Dhankuta; Janasanchar Kendra, Morang; Naya Nepal Sanchar Sahakari Sanstha, (Jana Awaj), Nepalgunj; and Naya Karnali Bikas Kendra, (Bhe-Ka Awaj), Kalikot. The equipment used by the Maoist radios was transferred to these organizations as part of the regularization.²⁴ All, except Janasandesh P. Ltd. in Kirtipur, claim to be community radios.

By early 2009, almost all available frequencies in Kathmandu Valley had been allotted and those in many urban centers were becoming scarce. Because Nepal has no rules on when the licenses would come up for reallocation (not renewal), others wishing to establish and operate radio stations just cannot.²⁵

Radio ownership in Nepal has also largely remained restricted to the elite. According to Gopal Guragain, a radio journalist and entrepreneur who is managing director of Communication Corner P. Ltd. and Ujjyalo FM 90, "Ownership-wise, all of Nepal's FM stations are under the control of the well-off, the street smart (Tatha-batha) and influential individuals."²⁶ Raghu Mainali, the coordinator of the Community Radio Support Centre (CRSC), agreed: "Those with money have opened local radios." He added that the radios are controlled by the local rich and are emerging as the new power centers in the districts.²⁷ These observations by some of the strongest advocates of independent radio are indications of some degree of elite capture that could also be taking place.

The association of Community Radio Broadcasters Nepal (ACORAB) was established in 2002 and serves as a representative organization of its members. Its membership had reached 171 in end-August 2011 and it had members in 68 of Nepal's 75 districts. Since May 2009 ACORAB has also been sharing news programs with member stations. In terms of distribution, 32 percent of its member stations were located in the Mid-western Development Region, 27 percent in the Western region, 21 percent in the Central region, 14 percent in the Eastern region and six percent in the Far-western region. Among these stations, NGOs owned and operated 77 percent, cooperatives 23 percent and local government bodies one percent.²⁸ The general assembly of ACORAB meets every year and elects a 21-member executive committee every third year.

2.2. About this report

Radio Sagarmatha (1997) and the CRSC (2000) have been major milestones in Nepal's independent and community radio movement. The station was established to demonstrate that responsible, community broadcasting was possible, and the CRSC was set up to ensure

there would be a mechanism to continuously support community radio stations as the movement expanded. In the past decade, the CRSC has been involved in building a shared understanding of the principles of community radio, in demonstrating a mobile radio station in different parts of the country to demystify FM technology, in lobbying and advocacy for enabling policies and laws, in supporting aspirants with paperwork and processes for obtaining licenses, and was also involved in initiating the formation of the ACORAB. The CRSC was also directly involved in promoting over 100 community stations by encouraging community groups to set up their own media and providing them technical expertise and even financial support for equipment and start-up costs. The CRSC has also begun work towards developing a full-fledged resource center on community broadcasting and has published about 20 books on different aspects of community radio and broadcasting. In this process, it realized the need for an assessment tool to measure the effectiveness of radio stations in an objective manner, and discussions towards the same led to the CR-PAS.

This document reports on the pilot assessment of 15 community radio stations based on the CR-PAS developed by the CRSC/NEFEJ. The CR-PAS seeks to measure performance of radio stations by assessing their community nature (see: Chapter-3) and is also an attempt to gauge the social capital that the radios have contributed in forming. This social capital can provide communities a basis for overall progress through access to good quality relevant information that is believed to be a key input in most successful development initiatives.

The assessors asked questions that are generally assumed but left unasked, and therefore, unanswered, to understand the organizational and programmatic situation of the stations and their place in their communities. Some examples of the questions asked were, "What is the target community of the radio?" "Is the radio managing board elected democratically?" "How much of the broadcasting time is dedicated to news and informative programs?" and "Has the radio assessed local resource potentials?" etc.

The CR-PAS offers a means to record and analyze such responses. The performance of stations in seven key performance areas – participation and ownership, governance, radio programs, resource management, station management, financial management, and networking – aim at providing indications on the relevance, efficiency, effectiveness and sustainability of a community radio station. The CR-PAS is intended to be a practical tool that the stations could adopt for continuous self-assessment. The assessment of the participating community radio stations was carried out in August-September 2011.

Following a brief overview of radio in Nepal, this report provides an overview of community radio in Nepal, the CR-PAS, and the assessment process. Thereafter, it reports on the findings and analysis both of all the radios that were assessed and also of individual stations, leading to conclusions and recommendations.

Foot notes

¹ Binod Bhattarai. Ghanendra Ojha. (2010). What's On Air: A Study of the Content of Community FM Radios in Nepal. CRSC/NEFEJ has a more discussions on the content.

² This took place after the change in regime and reestablishment of democracy after a brief spell of direct royal rule from February 2005. For a full discussion of the situation of media freedoms during direct rule see: Binod Bhattarai. "Censored: Nepal's Press Under King Gyanendra's Regime." *Studies in Nepali History and Society* 10(2): 359-401. December 2005.

³ Bikram Subba and Ian Pringle. 2007. Ten Years On: The State of Community Radio in Nepal. (unpublished). UNESCO. pp. 8.

⁴ <http://www.moic.gov.np/pdf/fm-list.pdf>. The term 'community radio' is used as a convenience to differentiate the types of radios in Nepal, and is not something defined by law.

⁵ Clause 3. National Broadcasting Regulation (NBR) 2052 (1995) (downloaded from MOIC website on 17 August 2010)

⁶ UNDP Nepal. 2008. Interim Constitution of Nepal, 2063 (2007). pp 66

⁷ On matters that may "undermine the sovereignty or integrity of Nepal, or which may jeopardize the harmonious relations subsisting among peoples of various castes, tribes or communities; or on any act of sedition, defamation, contempt of court or incitement to an offense; or on any act which may be contrary to decent public behavior or morality."

⁸ His Majesty's Government, Ministry of Information & Communication, 1992. pp. 6

⁹ <http://www.moic.gov.np/policies-directives/Long-term-Policy-of-Information-and-Communication-Sector-2059-eng.pdf> (viewed 10 October 2011)

¹⁰ http://www.moic.gov.np/reports/final_report_of_hlmac.pdf (accessed 10 October 2011) (pp. 14-16)

¹¹ This has been changed to two percent.

¹² The rule of fixing the charge supposedly applies to cable operators but remains worded in a manner that could apply to other broadcasters.

¹³ Carlos, Arnaldo. Kjell, Linder 1994. Nepal: Establishment of FM community radio. UNESCO Paris (Technical Report, provisional version) cited in Bhattarai (2000), pp110

¹⁴ His Majesty's Government. 2052. Nepal Gazette. Vol 45, Jestha 28, 2052 (June 11, 1995). p3 (Unofficial translation). The clause remained unchanged in 2011 and also included special protections for the King and royal family even though monarchy was abolished in 2008.

¹⁵ See B. Bhattarai (2000). "Radio: Sounds of openness" in Kharel, P (Eds.) *Media Nepal 2000*. Nepal Press Institute for a rough translation of the conditions. pp 104-105

¹⁶ Ghamaraj Luitel, Madhu Acharya. (2061 BS) *Nepalka Samudayik radio itibrittanta*. pp12

¹⁷ Many of the broadcasters that had purchased block time slots later began independent broadcasting, mainly as commercial stations.

¹⁸ Raghu Mainali. 2002. Radio Pledge. Community Radio Support Centre/ Nepal Forum of Environmental Journalists categorizes stations into four groups: government, community, commercial and public radio. pp 40. Since Nepal did not have a broadcaster with a clear public service remit and receives a budget that is independent of government approval till October 2011, the fourth type in Mainali's definition has been excluded as a category.

¹⁹ Since local bodies are elected periodically by the immediate constituents, the argument is that they also qualify as having some community involvement, or are closer to their audiences.

²⁰ Bhattarai and Ojha, 2010. pp 15

²¹ Bikram Subba and Ian Pringle. 2007. pp. 9

²² In Parsuram Kharel. 2010. Political Communication: Media, Message and Meaning. Sangam Institute. pp 228

²³ Published in the Nepal Gazette on September 17, 2007

²⁴ According to records of the Ministry of Information and Communication, CPN (M) central committee member Ananta (Barsha Man Pun) had signed the letter requesting the ministry to transfer the equipment to the first station listed above. The head of the Koshi Regional Bureau Gopal Kirati had signed off the equipment to the second and third stations.

²⁵ In developed countries this right is ensured to all because radio operators are required to rebid for the licenses after a certain period, which theoretically also provides space for new broadcasters to bid. This remains a major oversight in legislation on radio in Nepal.

²⁶ Shekhar Parajuli. 2007. Media Sambad: Nepali Patrakaritabare Antarbarta. Interview with Gopal Guragain. Mainali. Martin Chautari. Kathmandu. pp 122

²⁷ Ibid, pp 100

²⁸ <http://www.acorab.org.np/> (viewed on 27 August 2011)

Community Radio and CR-PAS

3.0. Community Radio and CR-PAS

Community is a concept that links people to particular values. When UNESCO began promoting community radio in 1980s, the "idea was using the airwaves as a key to knowledge and information, as a means of cultural expression and independence, a forum for dialogue and participation."²⁹ Generally, the term community is associated with territoriality, which however, is dynamic and is changing with the multiple interactions taking place between people and groups, often through the media. Community therefore is also about shared values, and community media, according to Crispin C Maslog, have the following characteristics – that also apply to community radio:³⁰

- Owned and controlled by people in the community
- Usually smaller and low-cost
- Provides interactive two-way communication
- Non-profit and autonomous, therefore non-commercial
- Limited coverage or reach
- Utilize appropriate, indigenous materials and resources
- Reflect community needs and interests, and
- Programs or content support community development.

A 2007 UNESCO report recommended a way of classifying community radio in Nepal. The suggested areas were (1) Transmitter and effective radiated power, (2) Degree of remoteness of the licensee (3) Number and type of radio services in the local areas, including whether a station is the only FM or community service (4) Type of ownership: cooperative, non-profit organization, local government, educational institution (5) Approach to programming: proportion and priority of a) community access and volunteerism, b) local news, issue of community/public interest, c) local arts and culture, d) syndicated public interest programming, e) commercial entertainment, f) indigenous languages, and (6)

Approach to revenue generation: proportion and priority of a) local voluntary contributions (membership, donations, etc.), b) local services (announcements, equipment rental, multimedia services, etc.), c) development contracts, d) commercial advertising and corporate underwriting, e) donor grants.³¹

The World Association of Community Broadcasters (AMARC) has a definition that encompasses many of the ideas discussed above: "Community radio responds to the needs of the community it serves, contributing to their development within progressive perspectives in favor of social change. Community radio strives to democratize communication through community participation in different forms in accordance with specific social context."³²

The definitions of community radio vary slightly from country to country, but according to W. Jayaweera, former director, Division for Communication Development UNESCO, they have the following common features:

- "Community radio is constituted as a not-for-profit (nor for loss) operation.
- "It is intended to serve specific communities, either geographically-based or communities of interest.
- "It has a management structure that is representative of the community that the station is designed to serve and to which it should therefore be accountable.
- "It provides programming that is relevant to the community being served, with emphasis on local content and community empowerment.
- "Community radio actively involves community members in its operations – both as audience members and as participants.³³

Jayaweera added, "The praxis of community radio is about generating and sustaining social capital," or the ability of people to work together for common purposes in groups and organizations.

CRSC/NEFEJ has been continuously working to keep the notion of community alive in Nepal's independent radio movement, and has an operational definition of its own. According to Raghu Mainali, coordinator, CRSC, "Community broadcasting is a community heritage that is owned, internalized 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". In other words, CRSC believes, there is an active relationship between individuals involved in the interaction and that helps in building mutual trust, friendship and attachment. This can occur within similar geographical, cultural and natural settings, which also bring them closer emotionally while pursuing common objectives. The basis for this community spirit is shared values, common needs and localness. Such communities don't compete but cooperate and all learn to work together.

While Nepal is said to be the leader of the community radio movement in South Asia, little is known about the "community-ness" of the stations in the true sense of the term. An attempt by ACORAB to study "management-aspects" of 32 community stations reported the positive aspects as well as some problems. Among others, the study found that most of the stations were "autonomous", were attempting to be inclusive and were participatory in

management decision-making. However, the same study also found that the stations had weak internal management systems and more than 66 percent faced difficulties in recovering operating costs. Only 10 out of the 32 stations had written/formal editorial policies.³⁴

The CR-PAS is an attempt to translate the ideals of community radio discussed in various definitions into measurable indicators taking into account the context and the experience with community radio in Nepal. The indicators were prepared in consultation with community radio staffs, managers and owners and draw from both the grassroots experience in the context of Nepal's community media as well as good practices in international broadcasting.

The CR-PAS is therefore expected to serve as a benchmark for assessing the community-ness of community stations,³⁵ with adjustments based on the feedback from this pilot assessment and other stakeholders it could also be developed into a tool that could be used by regulators. Its indicators seek to measure all the key facets of community radio grouped under the seven categories.

For example, the performance assessment manual grants 25 out of 100 points to programming, the soul of any radio. This category has 14 indicators for assessing programs in terms of diversity, local relevance and mix, among others. The assessment framework requires stations to devote 15-25 percent of broadcast time to news and information, 25-35 percent for education, and 40-60 percent time for musical/entertainment programs. It also requires them to allot specific time (percentage) to local language programming. All the seven categories have indicators such as those discussed in the example above and the stations are graded based on a point system that comes with the framework. The aggregate scores and that for each of the indicators provide a basis for arriving at conclusions on areas where the stations are strong and where they need to focus efforts for improvement.

3.1. CR-PAS assessment framework

The performance of each participating radio station had been assessed based on the 100 points that are allotted to the indicators. Based on the points acquired, the aggregate scores serve as a basis for suggesting their performance in terms of a ranking. The ranks are not intended for comparison across stations but seek to serve the participating stations as self-assessment, and to provide them information on areas they can begin corrective measures.

By the CRPAS framework, a station would require a minimum of 35 points to "qualify" as a community radio. A score between 35 to 44 would suggest that it is a station "evolving" towards being a community radio, while a score of 45 to 59 would suggest that it is a station "progressing" towards meeting the community radio ideal. Likewise, a score of 60 to 79 would place the radio as a "performing" community radio or one that is close to reaching the ideal, and a score of over 80 would place it as a model radio. (Table 3.2)

When assessed over time, the CR-PAS is expected to provide participating stations a basis to compare their performance and analyze whether the performance has improved, remained the same or deteriorated compared to the earlier assessments. The exercise also allows comparisons across radios, if required. Because the CR-PAS is intended to be a tool

to assist radios to assess themselves, it also provides detailed guidelines on the marking system and the type of information needed to qualify for certain points.

3.1.1. Objectives of CR-PAS

Essentially, the assessment system aims to reward good performance. The CR-PAS is designed to provide positive reinforcement to participating community radios. The logic is that if and when radios know beforehand what behaviors lead to winning recognition of being a community station they will make efforts to improve, which can ultimately result in better overall performance. 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 the participating stations and therefore is equally applicable to all radios urban and rural, and those located in the hills and the plains irrespective of their 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 structure, system and processes with regard to various aspects of radio management are critical determinants of an effective radio. The main objectives of the CRPAS are to:

1. Promote incentives for community radio (as corporate bodies) to improve in key performance areas
2. Supplement capacity needs assessment and monitoring and evaluation systems
3. Improve management and organizational learning
4. Strengthen the capacity development efforts (focus and incentives for efficient use), and
5. Improve accountability (upwards and downwards), and
6. Improve 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. The assessment promises to provide the guideposts needed for framing policies and laws to define community radios, and also to continuously monitor their performance to ensure that the stations continue to serve their communities in the manner the community wants them to.

Additionally, the assessment framework can serve the interest of a wide range of stakeholders. For promoters and supporters of community radio in Nepal it can provide information to identify capacity gaps to determine a basis for support. It can serve individual stations by providing them a road map to identify and address areas that need attention. The CR-PAS can also serve an independent regulator (when Nepal has one) as a basis for continuously monitoring performance of the individual stations. For the state, and development agencies, the assessment outcomes can serve as a basis it to select partners for development messaging and support

3.1.2. CR-PAS Performance areas and indicators

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 framework brings together nationally and internationally accepted norms and standards of good broadcasting combined with the ideals of community media that have been translated into objectively measurable performance indicators.

The composites seek to optimize balance, adequacy, and simplicity. And the system embraces all the important performance areas while focusing on the indicators that are critical for stations to function as true community radios. The assessment framework is easy to understand and the indicators are simple and easy to measure. They are clearly defined and are verifiable while also being sufficiently demanding because they require radios to maintain the performance level all times, while improving on indicators where they are weak. Essentially, the scoring system allots higher scores to key performance areas and associated indicators. The scores were developed and adopted in consultation with practitioners, experts and other stakeholders. The scoring system and corresponding indicators are summarized in Tables 3.1 and 3.2.

Table 3.1: CR-PAS composites and indicators

Performance areas (Composites)	Score	Minimum score required	Number of indicators
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
Total	100	35	60

Each performance area has three to 14 indicators and each score depends on the importance of the indicator for an effective community radio. The CR-PAS has also defined the score that can be assigned to an indicator for a given performance level. The scores are evidence based: 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.

Based on the scores the participating radio stations can obtain a maximum of 100 points and based on the aggregate scores, they are then categorized into five groups – Endeavoring, Evolving, Progressing, Performing, and Model community radios. The qualifying points needed for each category is given in Table 3.2.

Table 3.2: CR-PAS evaluation categories and qualifying points

Category	Points
Endeavoring community radio	Up to 35
Evolving community radio	36-44
Progressing community radio	45-59
Performing community radio	60-79
Model community radio	Over 80

The results provide a basis for assessing comparative performance over time. The stations can, for example, use it to set performance benchmarks in any or many indicators and use it to determine if overall performance has improved, remained the same or deteriorated over time. The stations can also focus on specific indicators needing improvement, and even compare their overall performance with other stations.

Foot notes

²⁸ Martin Allard. 1997. "On the Air: The development of community Radio". In Maslog, Navarro, Tabing and Teodoro (eds.) *Communication for people power: An introduction to community communication*. UNESCO-Project TAMBULI, Institute of Development Communication, UPLP. College of Mass Communication, UP Diliman. UNESCO National Commission, Philippines. pp 1-12

²⁹ Crispin C. Maslog. 1997. "Community communication: The Concepts and Practices". In Maslog, Navarro, Tabing and Teodoro (eds.) *Communication for people power: An introduction to community communication*. UNESCO-Project TAMBULI, Institute of Development Communication, UPLP. College of Mass Communication, UP Diliman. UNESCO National Commission, Philippines.

³⁰ In Bhattarai and Ojha. 2010. pp. 192-195

³¹ Ian Pringle and Bikram Subba. 2007. *Ten years on: The state of community radio in Nepal*. UNESCO. pp 27

³² Felix Loibrero. 1997. "Community broadcasting in the Philippines". In Maslog et. al (eds). pp 27-33.

³³ Foreword in *Community Radio Performance Assessment System (CRPAS)*. CRSC/NEFEJ. 2009

³⁴ ACORAB. *Community Radio*. September 2008 - February 2009. pp. 5

³⁵ Raghu Mainali, Yadav Chapagain, Bikram Subba. 2009. *Community Radio: Performance Assessment System*. CRSC/NEFEJ.

Assessment Process

4.0 Assessment Process

The assessment was carried out based on the requirements spelled out in the CR-PAS manual. A Steering Committee appointed by CRSC/NEFEJ led and guided the assessment. It committee solicited applications for stations wanting to participate in the assessment and selected the radios that were included and sought proposals from consulting and research firms to carry out the assessment. Under the coordination and supervision of CRPAS secretariat, the consulting firm consulting firm was responsible for carrying out the assessment, quality assurance and reporting. The assessment methodology and process is described in the following sections.

4.1 Management and organization of the assessment

Steering Committee: The CRSC/NEFEJ formed a Steering Committee to manage and steer the assessment. The committee consisted of representatives of key stakeholders (members of parliament, government, member of the National Human Rights Commission, community and social activist groups, AMARC-Asia Pacific, ACORAB, NEFEJ and academics). P. Kharel, professor of journalism and mass communication, Tribhuvan University, a senior journalist, chaired the committee. The CRSC/NEFEJ, with Raghu Mainali as coordinator, served as the member secretary and secretariat of the Steering Committee (See: Annex 9.1 for list of committee members).

Selection of consulting firm: As a measure to ensure impartiality and produce a high-quality assessment, the Steering Committee published a public notice seeking applications from firms interested in carrying out the task, and selected the consulting firm.

Selection of participating stations: The Steering Committee solicited applications from community radios interested in participating in the assessment. Radios that had declared themselves as community stations and had renewed their licenses were eligible to apply. Twenty-three stations had expressed an interest to be assessed of which the Steering Committee selected 15. The selection for piloting the CR-PAS was based on the following criteria: Ownership (cooperatives and NGOs, the license holders), years of broadcasting (above three

years), location (Mountain, Hill, Terai; eastern, central, western and mid-western regions), and stations broadcasting to different (specified) target (Dalit, women, general).

Appointment of focal persons: The CRSC requested the selected radios to appoint a focal person (senior person, knowledgeable about the operation of the radio) to work closely with the external assessors. This was an in-built capacity-building mechanism because the focal person served as the "internal" assessor and link between the visiting assessors and the station management. Most of the radios appointed the Station Manager as the focal person.

Analysis and Findings

5.0 Analysis and Findings

5.1 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. For the purpose of this report, the radios are categorized from A to E, with "E" being stations scoring the lowest in the assessment and "A" being stations scoring the highest. Table 5.1 provides the overall scores of the assessed stations and the categories.

Table 5.1: Overall scores of participating stations

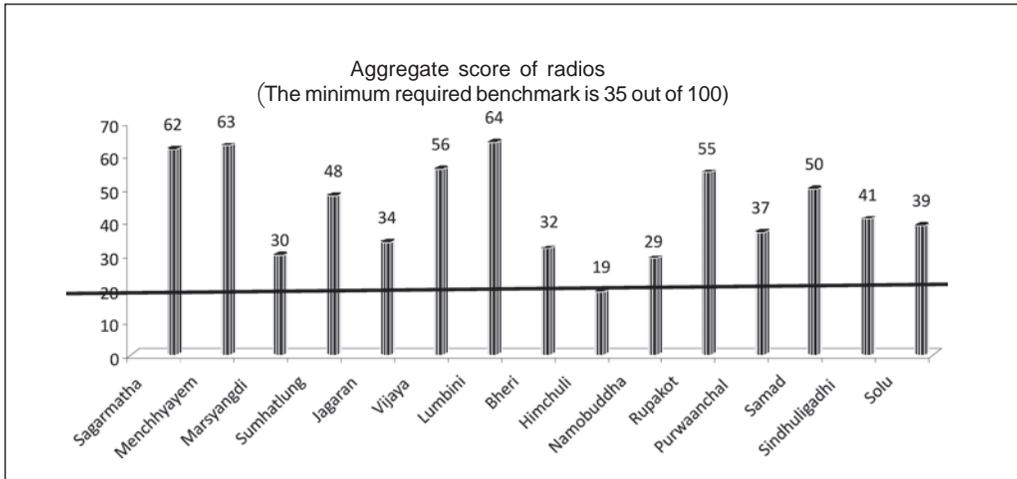
Composites	PO	RG	RP	RS&M	SM	FM	N	Total	CR-PAS Category
Total Score	20	15	25	15	10	10	5	100	
Minimum Required	7	5	8	5	4	4	2	35	
Radio Sagarmatha	8	10	18	10	7	5	4	62	B
Rdo. Menchhyayem	12	9	13	10	8	6	5	63	B
Vijaya FM	11	9	10	12	7	5	2	56	C
Radio Lumbini	13	12	17	9	7	2	4	64	C
Rupakot Comm. Rdo.	13	9	12	11	5	1	4	55	D
Samad FM	14	8	13	2	5	4	4	50	D
Sumhatlung FM	9	5	12	10	6	2	4	48	D
Radio Jagaran	4	5	9	6	3	4	3	34	E
Radio Marsyangdi	6	9	6	0	4	3	2	30	E
Bheri FM	8	5	7	2	5	3	2	32	E
Himchuli FM	5	4	5	2	1	2	0	19	E
Radio Namobuddha	12	6	3	2	3	2	1	29	E
Radio Purbanchal	4	5	15	7	1	0	5	37	E
Radio Sindhuligadhi	4	5	14	8	3	3	4	41	E
Solu FM	5	5	8	9	7	3	2	39	E

Note: PO: Participation and ownership, RG: Radio governance, RP: Radio programs, RS&M: Resource structure and management, SM: Station management, FM: Financial management, N: Networking, Rdo: Radio, Comm: Community

None of the assessed stations scored enough points to come under category A, one reserved for a model community radio (Table 5.2). The summary of the performance of the participating radios in the different categories is provided in the following section.

Table 5.2: Assessed Radios and CR-PAS categories

Category of Radios	No. of radios	Categorization criteria according to CRPAS
Category E (Endeavoring)	8	Total score below 35; or between 35 to 44, but not meeting the minimum score in all 7 composites
Category D (Evolving)	3	Total score between 35 to 44; or between 45 to 59 but not meeting the minimum score in all 7 composites
Category C (Progressing)	2	Total score between 45 to 59; or between 60 to 79 but not meeting the minimum score in all 7 composites
Category B (Performing)	2	Total score between 60 to 79; or between 80 but not meeting the minimum score in all 7 composites
Category A (Model)	0	Total score above 80 and meeting the minimum score in all 7 composites



Performance of eight stations under category E (Endeavoring)

Five stations (Namobuddha, Bheri, Himchuli, Marsyangdi and Jagaran) could not obtain the minimum aggregate score of 35 out of 100 required by the CR-PAS. These are stations that are making efforts to become community radios but have still a long way to go.

- One station (score 34) obtained the minimum score in five composites, but could not core the minimum in two - participation and ownership and resource structure.
- One station (score 32) obtained the minimum score in four composites, but could not score the minimum in three - program, resource structure and financial management (Zero in resource structure).
- One station (score 30) fulfilled the minimum requirement in three composites but could not meet the requirements in four - participation and ownership, program, resource structure, and financial management.
- One station (score 29) met the minimum requirement in two composites, but failed to do the same in five - program, resource structure, station management, financial management and networking.
- One station (score 19) could not meet the minimum requirement in all seven composites.

Three radios (Solu, Sindhuligadhi, Purbanchal) obtained or surpassed the minimum total points on aggregate but were still placed in category E because they could not meet the minimum required for all composites.

- Two stations (scores 41 and 39) met the minimum requirements in five composites but could not meet the minimum in two - in participation and ownership, and one each in station management and financial management.
- One radio (score 37) met the minimum requirements in four composites but failed in three - participation and ownership, station management and financial management.

Performance of three stations under category D (Evolving)

Three stations (Sumhatlung, Rupakot and Samad) came under category D (Evolving radios). The aggregate score of all three was enough for being categorized as C (Progressing CR), but because they did not meet the minimum required score in all composites, they have been categorized under Category D (Evolving).

- All three (scores 48, 55, 50) could not meet the minimum requirements in one composite each – in resource structure, station management, and financial management.

Performance of two stations under category 'C' (Progressing)

Two stations (Lumbini and Vijaya) came under category C (Progressing radios). The aggregate score of one was enough for being categorized as B (Performing radio), but it did not qualify for the category because it failed to meet the minimum required score in one composite.

- Lumbini FM, (score 64) scored highest aggregate score among all radios assessed, but it did not meet the minimum score in financial management. It would have been categorized as B if it had met minimum requirements in all composites.
- Vijaya FM (score 56) scored the minimum required in all composites.

Performance of two stations under category 'D' (Performing)

Two stations (Menchhyayem and Sagarmatha) fell under category D (Performing radios). Both had the aggregate scores required, and also met the minimum requirement in all composites.

Observations

- Only three stations scored well at the aggregate level and also in terms of the prescribed minimum scores in all seven composites. Most stations (8 out of 15) fell under category E or stations evolving towards becoming community radios.
- The composites where the stations were weakest were radio program and financial management, followed by resource structure, station management, and participation and ownership.
- Room for improvement – the highest total score obtained by the stations was 64 and the average 44; this average is closer to the required minimum (35), and about half of the stations reported below a median score of 41. No station had the institutional and programmatic qualities to be categorized as a model community radio.
- The performance of the stations varied in terms of the composites and specific indicators. For example, one station that scored highest total was unable to obtain the minimum required in one composite.

Performance of stations that had the minimum score in all composites

As reported in the preceding sections, 10 of the 15 stations scored the minimum total required under the CR-PAS. However, not all were categorized in the categories they would

have otherwise been because they did not obtain the minimum requirement in one composite or another. Table 5.3 provides the status of the stations assessed by their performance scores in all seven composites.

Table 5.3: Overall performance of stations that met the minimum CR-PAS requirement

Basis for analysis	No	Comment
Stations with aggregate scores equal to the minimum required 35 or above	10	Even though they scored the minimum required points they were not consistent across all composites
Stations that scored the minimum points required or above in all seven composites	3	Total aggregate scores were 56, 62, and 63.
Stations that scored below the minimum required in all seven composites	1	The aggregate score of one station was 19, the lowest.
Stations that scored zero in one composite or more	3	One each in resource structure, financial management and networking.
Stations that scored less than the minimum required (or zero) in participation and ownership	6	None scored zero in this composite. But some (scores 3, 4) were well below the minimum 7
Stations that scored less than the minimum required (or zero) in radio governance	1	One scored 4 or less than the minimum 5. The highest score was 12 out of 15.
Stations that scored less than the minimum required (or zero) in radio programs	4	One station (score 3) was well below the minimum 8.
Stations that scored less than the minimum required (or zero) in resource structure and management	5	Those who did not meet the minimum had very low scores: One obtained no points, and four scored just 2.
Stations that scored less than the minimum required (or zero) in station management	5	Two scored 1. The scores indicate that management is not systematic; so it is the personal commitment of individuals that ensure the stations remain operational.
Stations that scored less than the minimum required (or zero) in financial management	10	This is the composite in which most (10 out of 15) radios did not meet the minimum score. One scored zero
Stations that scored less than the minimum required (or zero) in networking	2	One radio obtained zero

5.2 Performance of stations by composites

The CR-PAS assessment measured the performance 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 5.6 reports the average score of the 15 CRs in all performance areas.

Table 5.6: Performance of stations by composites³⁶

Composite	Full Score	Performance scores of the radios in percentage (N=15)				
		Min.	Max.	Mean	Median	Dev.
Participation and ownership	20	20	70	43	40	19
Radio governance	15	27	80	47	40	16
Radio program	25	12	72	43	48	18
Resource structure and management	15	0	80	44	53	27
Station management	10	10	80	48	50	22
Financial management	10	0	60	30	30	16
Networking	5	0	100	61	80	30
Total	100	19	64	44	41	14

Observations

Table 5.6 shows that,

- The average score of the 15 radios was 44 percent. The deviation was high, as total scores range from 19 percent to 64 percent. The median value of the score was 41 percent, which means that half of the assessed stations scored below 41 percent.
- The lowest score in three composites was zero. These composites are resource structure and management, financial management and networking. There was also wide variation in terms of performance scores (as shown by the deviation scores, 28 and 31, respectively) in these composites. Further, some stations scored zero in networking, some others scored, 100 percent.
- While median value of the score was 41 in terms of the total score, it was 80 percent in one composite (networking). In six other composites the median value was around 50, meaning half the number of radios scored below 50 percent.
- In four of the seven composites, the maximum score was 80 percent or more – 80 percent in three and 100 percent in networking. This suggests that there are stations that were performing like model radios in some of 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. This suggests that the radios need to balance their efforts for performing in all areas.
- In networking two stations scored 100 percent and over 50 percent of the stations scored 80 percent or above.

5.3 Indicator Wise Performance

The analysis included an assessment of scores in the seven performance areas. The results, presented in Table 5.7, show the indicator and the score each indicator carries. The median value of the scores shows the mid point for each indicator (suggesting how many stations scored less than or higher than the median). As the stations could obtain full scores,

zero or a score in-between in indicators with more than 1 as full score, the three columns in the right show the number of stations securing the full score, zero or something in-between.

5.3.1 Performance in participation and ownership

This composite carries 20 out 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 the members reflecting the population of the community, volunteerism, and active community consultation and involvement of community in station management. The scores were generally based against evidence as set out in the CR-PAS manual. However, some adjustments were made during the assessment considering the environment in which the radios operate in Nepal and the interpretations of the different terminologies in the indicators.

Table 5.7: Performance in terms of participation and ownership³⁷

CR-PAS indicators		Total score	Median score	Number of radios that obtained (N=15)		
				Full score	In-between score	Zero score
1.1	The radio has defined, and publicly announced, its community for broadcasting	2	2	12	1	2
1.2	The provision of membership is open for all in the defined community, and the radio publicly invites people to acquire membership from time to time.	2	1	5	3	7
1.3	The structure of the general assembly should be inclusive reflecting the composition of the target population in terms of class, ethnic, linguistic, gender and geographic characteristics.	4	2	4	10	1
1.4	The radio has put in practice the system and mechanism of deciding the membership fees in consultation with the people in the defined community.	2	0	0	0	15

1.5	Radio organizes at least one public hearing each year in different locations/clusters of the targeted geographic area.	3	1	4	4	7
1.6	Radio has clearly defined the role, responsibility, and working guideline relating to volunteers and their contributions 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	1	6	8
1.7	A structural 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	3	6	6

Observations

The scores in the indicators on participation and ownership show the following weak areas:

- None of the stations scored any points in indicator 1.4 (deciding membership fees through community consultations). This is important for participation and ownership.
- Eight stations did not have volunteer mobilization policy, or they had not developed systems to encourage and manage volunteers. The performance in membership (indicator 1.2) is similar. Engaging volunteers and members in radio management is essential to attain community participation and ownership.
- Many radios had not developed systems for community involvement (indicators 1.5 and 1.7) in radio management. Again, this has serious implications on participation, ownership and sustainability.

Strong areas of performance

- Definition of community for broadcast purpose (indicator 1.1) in which 12 out of 15 radios scored full points.
- Even though not very purposive, the radios appeared to be aware of and cautious about making the general assembly of licensee organization inclusive (indicator 1.3).

Performance areas where the radios have begun moving in a positive direction

- The stations have started community consultations (indicators 1.7 and 1.5) on the operation of the radio and, and have begun making provisions for expanding membership (indicator 1.2).

5.3.2 Performance in radio governance

This composite has 15 of 100 points and includes 12 indicators. Three 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 established procedures. Similarly, there 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 5.8: Performance in terms of governance³⁸

CR-PAS indicators		Total score	Median score	Number of radios that obtained (N=15)		
				Full score	In-between score	Zero score
2.1	A separate guideline for radio operation is prepared in participation, consultation and involvement of stakeholders and it is followed in practice.	1	0	6	0	9
2.2	General assembly of radio takes place at specified time and intervals.	1	1	11	0	4
2.3	Office holders in the management board are selected following a democratic election process.	1	1	11	0	4
2.4	At least 80% members of the radio management board are people who are not involved in partisan politics and who have no business interests.	1	1	12	0	3
2.5	Different committees are formed according to the defined organization structure.	2	1	6	5	4
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	0	15

2.7	Radio management board meeting takes place with a pre-determined agenda regularly as specified in the calendar of operation.	1	1	12	0	3
2.8	Plan is formulated based on vision, mission and strategies, and it is in implementation.	2	1	6	2	7
2.9	Annual work plan is approved with budget for line items and work is being done accordingly.	1	0	6	0	9
2.10	A system is developed, and is functional, to inform the public about the policies and decisions within 24 hours of their adoption.	1	0	3	0	12
2.11	Radio discloses its accounts and financial status to the public at least twice a year.	1	0	0	0	15
2.12	Radio has adopted a policy on inclusion and positive discrimination and work is being done accordingly.	2	1	5	4	6

Observations

The scores on individual indicators (Table 5.8) show the following weak areas:

- None of the stations scored in indicator 2.6 (formulation and declaration of code of conduct for officials), and 2.11 (disclosure of accounts and financial status to the public). It obviously becomes difficult for the public to participate and own a radio if they are not informed about the financial health of the station. Transparency in terms of both intent and action are essential elements for public ownership and stewardship.
- Twelve of the stations did not inform the public about policies and decisions on time after they were adopted (indicator 2.10).
- Nine (60%) stations did not have annual work-plan and budget (indicator 2.9) and separate operational guidelines (indicator 2.1). This shows that a majority of radios operate in an ad hoc manner, which is not a sound organizational practice.

Strong areas of performance

- Twelve stations (80%) had regular board meetings with pre-determined agenda (indicator 2.7), and individuals with specific political and economic interests did not dominate the board (indicator 2.4).
- At 11 stations (73%) the general assembly took place at specified time and intervals, and board members were elected through a democratic process (indicators 2.2 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).

5.3.3 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 between one and 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. Similarly, the indicators require radios to formulate and declare their program code of conduct, and carry out impact assessments. 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 scores under each indicator in this category are provided in Table 5.9.

Table 5.9: Performance in radio program³⁹

	CR-PAS indicators	Total score	Median score	Number of radios that obtained (N=15)		
				Full score	In-between score	Zero score
3.1	Radio should generally dedicate 15-25% of broadcast time for news and information programs, 25%-35% for educational and 40%-60% for musical programs.	2	0	5	1	9
3.2	Radio holds a review meeting at least once every four months for taking program decisions, monitoring, and for improvement.	2	1	7	5	3
3.3	Radio has announced its program code of conduct and carries out an assessment of the same at review meetings.	2	1	3	8	4
3.4	Radio has publicly called for stakeholder suggestions and revises program schedules (grid) at least twice a year with their involvement.	3	0	2	5	8

3.5	Radio carries out impact survey of its programs.	1	0	4	0	11
3.6	With regard to news and information programs the news policy has clearly specified the proportion of content in terms of subject or spatial matters, and is assessed at review meetings	2	1	4	6	5
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	12	0	3
3.8	With regard to news and information programs the station itself produces and broadcasts 100% of the news bulletins	2	0	2	0	13
3.9	With regard to educational programs: a) educational program policy has clearly specified proportion of content (such as ideological/theoretical, technical, practical, good practices) and is assessed at review meetings	2	1	1	9	5
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	12	0	3
3.11	With regard to educational program the radio has specified the proportion of programs in local languages and this is assessed at review meetings	2	1	2	12	1
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	8	4	3

3.13	With regard to musical programs at least 25 percent is produced and broadcast in local languages	2	1	1	10	4
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	1	0	14

Observations

The scores in the indicators show the following weak spots in programming:

- The median value of the score in as many as five indicators is zero (meaning 50% of the radios did not score any points). These indicators are 3.1 (balanced broadcasting time in news and information, educational and musical programs), 3.4 (revising program grid based on public consultations), 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).
- Fourteen of 15 stations did not broadcast musical programs proportionate to the ethnic composition of audiences. And, 13 did not produce all news bulletins by themselves.
- Eleven stations did not have a practice of gauging the impact of their broadcasts on the community (indicator 3.5).

Strong areas of performance

- Twelve stations had news and information and educational program content on diverse subjects (indicator 3.7). This shows that the radios are aware of the need to have content in diverse areas of community interest.
- Ten stations had musical program broadcasts in local languages (indicator 3.13), and 12 had specified the amount of educational program time in local languages (indicator 3.11).
- Twelve stations provided space to local artists in musical programs (indicator 3.12)
- Twelve stations held periodic review meetings on programs (indicator 3.2)

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

- The stations had publicly called for suggestions from stakeholders on programs (indicator 3.4)
- Four stations had carried out some impact study of programs (indicator 3.5)
- Radios had begun announcing program code of conduct (indicator 3.3)

5.3.4 Performance in resource structure and resource management

This composite has 15 out of the total 100 points. There are seven indicators to measure performance carrying 1, 2, and 3 points. The indicators emphasize the need to diversify sources of incomes, 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 5.10.

Table 5.10: Performance on resource structure and management⁴⁰

CR-PAS indicators		Total score	Median score	Number of radios that obtained (N=15)		
				Full score	In-between score	Zero score
4.1	A separate unit is created for resource mobilization, and it is functional.	2	1	7	3	5
4.2	Radio has assessed local resource potentials and has prepared annual plan for resource mobilization.	2	0	5	2	8
4.3	The actual volume of local resource mobilized should be equal to or more than 80% of the projected amount (target) set out in the annual plan.	3	0	4	1	10
4.4	The radio's income from advertising from the traditional commodity market is less than 50% of the total income from operations for the year.	2	2	10	0	5
4.5	No single source (individual or organization or company) has more than 15% shares in the radio's total income from operations.	2	2	8	0	7
4.6	The income from innovative and creative sources is increasing compared to the average income from such sources during the three years.	3	0	6	0	9
4.7	Radio carries out an assessment of the structure of its resource and its mobilization status at least once every three months.	1	0	4	0	11

Observations

The scores in the indicators show the following weak areas:

- Eleven radios had no practice of assessing the resource structure, or resource mobilization status (indicator 4.7). Most stations operated at a loss in terms of their financial and resource status.
- More than 50 percent stations did not prepare an annual plan for resource mobilization (indicator 4.2), and those that had plans failed to meet 80 percent of the resource mobilization target (indicator 4.3)
- In many cases at least half the resources came from a few sources. The narrow resource base indicated their dependency on few sources that could result in financial vulnerability (indicator 4.5).

Strong areas of performance

- For 10 stations income from the traditional commodity market was less than 50 percent of total income from operations (indicator 4.4). Radios had begun moving away from dependency on traditional commodity/commercial markets towards raising resources from innovative and creative sources (indicator 4.6). This indicated that the radios had started differentiating themselves from commercial radios.

Performance area where the stations had begun moving in a positive direction

- The radios had created resource mobilization units and annual plans for mobilizing resources (indicators 4.1 and 4.2), which when properly driven can contribute towards improving resource structure.

5.3.5 Performance in station management

This composite allots 10 out of 100 points to 10 station management indicators with one point each. The indicators emphasize on 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, objective staff performance evaluations, and maintain personal files of staffs. The scores obtained by the stations for each indicator are provided in Table 5.11.

Table 5.11: Performance in station management⁴¹

CR-PAS indicators		Total score	Median score	Number of radios that obtained (N=15)		
				Full score	In-between score	Zero score
5.1	A written manual for station management is prepared and used.	1	1	11	0	4
5.2	A written human resource development plan exists.	1	0	1	0	14
5.3	Radio has defined station management (departmental) structure, division of work, authority and responsibility.	1	1	8	0	7
5.4	Staff members (and volunteers) at the station are provided appointment letters clearly specifying responsibility, authority, and compensation.	1	1	9	0	6
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	5	0	10
5.6	A routine schedule for equipment maintenance is prepared and is in use.	1	0	5	0	10
5.7	A written system is developed and is implemented in practice for providing incentives and opportunities to staff based on performance assessment.	1	0	5	0	10
5.8	Personal files of staff members are maintained.	1	1	10	0	5
5.9	Staff meeting takes place with predetermined agenda, regularly and as specified in the calendar of operations.	1	0	7	0	8
5.10	Review and assessment of decisions of previous staff meetings is done.	1	1	11	0	4

Observations

The scores in this set of indicators show following weak areas:

- Almost all (14 of 15) radios had no human resource development plan (indicator 5.2), which is important for an effective organization.
- Two thirds of the stations did not prepare annual plans for programs, human resource, and resource mobilization (indicator 5.5), and the same proportion did not prepare and work according to the equipment maintenance schedule (indicator 5.6). This shows that the radios were not serious about better station management, and equipment maintenance.
- Less than half of the stations had periodic staff meetings (indicator 5.9), which indicates that the radios did not have effective internal communications.

Strong areas of performance

- Almost all (14 out of 15) radios had written management guidelines (indicator 5.1), which is an important step towards systematic management and operations.
- Two thirds of the radios had maintained staff personal files (indicator 5.8), and followed up the decisions of previous meetings (indicator 5.10).

Performance area where the stations had begun moving in a positive direction

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

5.3.6 Performance in financial management

This composite has 10 out of 100 points divided among seven indicators – three with two points and the rest one each. The indicators emphasize on having a financial 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 status to the community. The scores obtained by the stations for each indicator are provided in Table 5.12.

Table 5.12: Performance in financial management

CR-PAS indicators		Total score	Median score	Number of radios that obtained (N=15)		
				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	3	3	9
6.2	Inventory of goods and equipment are maintained, are inspected and periodically and updated regularly.	1	0	6	0	9
6.3	Bank account is opened in the name of the radio and financial transactions are done through the account.	2	2	11	1	3
6.4	Cash flow plan is prepared and is effectively used.	1	0	1	0	14
6.5	Depreciation of equipment, machinery and vehicles is accounted for, and a reserve fund for the equipment replacement is created.	2	0	0	0	15
6.6	Radio publishes the status of its monthly incomes and expenditures.	1	0	1	0	14
6.7	Radio analyzes its financial situation every month.	1	0	5	0	10

Observations

The scores in the indicators in Table 5.12 show the following weak areas:

- Almost all (14 out of 15) radios did not plan cash flow, and did not publish monthly income and expenditures statements (indicators 6.4 and 6.6). The radios are vulnerable to facing cash shortages.
- Similarly, 14 radios had not maintained reserves for replacing equipment (indicator 6.5); they spent all their income 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 did not analyze their financial situation periodically (indicator 6.7).

Strong areas of performance

- Twelve radios maintained bank accounts and carried out financial transactions through banks (indicator 6.3). This is an important step towards systematizing management, which contributes greatly to institutionalization, and to a large extent towards financial transparency.

Performance area where the stations had started moving in a positive direction

- About 50 percent of the radios maintained inventory of goods and equipment, and updated it periodically (indicator 6.2).

5.3.7 Performance in networking

This composite has five of the 100 points and three indicators. The indicators emphasize on having a clear policy for participating in networks, and working with network partners for strengthening radio management and capacity, and for social transformation. The scores obtained by the stations for each indicator are provided in Table 5.13.

Table 5.13: Performance in networking

CR-PAS indicators		Total score	Median score	Number of radios that obtained (N=15)		
				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	3	0	12
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	9	0	6
7.3	Radio is pro-actively engaged in movements for social transformation in collaboration with different communities and organizations.	2	2	11	3	1

Observations

The scores in the indicators on networking show the following weak areas:

- As many as 12 radios did not have a policy on partnerships (indicator 7.1). This shows that most radios operated in an ad-hoc manner and without a road map for partnerships. From this it can be derived that the radios are vulnerable to “mission drift” - being attracted by short-term gains irrespective of mission.

Strong areas of performance

- Fourteen stations were engaged in some kind of partnership for social transformation (indicator 7.3). This is healthy sign, but the impact of such partnerships would have been enhanced if the actions were backed by policy.
- Nine radios had partnerships for organizational strengthening.

5.4 Performance Individual Stations

This section reports on the performance of the individual radio stations that participated in the assessment. This section is intended to provide feedback to the participating stations on their performance in the CR-PAS assessment.

5.4.1 Radio Sagarmatha

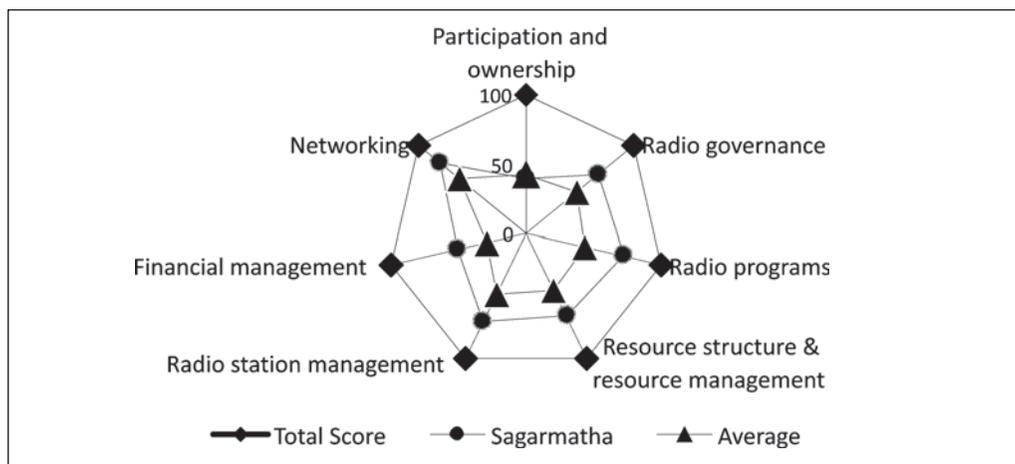
Radio Sagarmatha was established in 1997 and is Nepal’s first independent radio. The station is run by NEFEJ and is located in Bakundole. The station broadcasts for 18 hours every day. The performance of Radio Sagarmatha is elaborated in the following section.

Table 5.14: Performance of Radio Sagarmatha

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	40	20	70	43	40	19
Radio governance	15	5	67	27	80	47	40	16
Radio program	25	8	72	12	72	43	48	18
Resource structure and management	15	5	67	0	80	44	53	27
Station management	10	4	70	10	80	48	50	22
Financial management	10	4	50	0	60	30	30	16
Networking	5	2	80	0	100	61	80	30
Total	100	35	62	19	64	44	41	14

Table 5.14 above shows that the total score of the station was among the top three, placing it in category B. It had the third highest total among the 15 stations and obtained the minimum points in all seven composites. Radio Sagarmatha scored highest in the program composite and had high scores in station and financial management, and networking.

Composite wise performance of Radio Sagarmatha



Considering its overall performance, the scores in participation and ownership (40%) and financial management (50%) are below par. These two composites are priority areas the station's licensee and management need to focus on because ownership and community participation are vital for a successful community radio. The performance in terms of the highest and lowest scores on specific indicators for the station is given in Table 5.15.

Table 5.15: Highest and lowest scores of Radio Sagarmatha

Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	2	1.1, 1.5
		Indicators with 0% score	3	1.2, 1.3, 1.4
Radio governance	12	Indicators with 100% score	7	2.3, 2.4, 2.5, 2.7, 2.8, 2.10, 2.12
		Indicators with 0% score	5	2.1, 2.2, 2.6, 2.9, 2.11
Radio program	14	Indicators with 100% score	8	3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.10, 3.12
		Indicators with 0% score	2	3.1, 3.14
Resource structure and management	7	Indicators with 100% score	5	4.1, 4.2, 4.4, 4.6, 4.7
		Indicators with 0% score	2	4.3, 4.5
Station management	10	Indicators with 100% score	7	5.1, 5.3, 5.4, 5.5, 5.8, 5.9, 5.10
		Indicators with 0% score	3	5.2, 5.6, 5.7
Financial management	7	Indicators with 100% score	3	6.1, 6.3, 6.7
		Indicators with 0% score	4	6.2, 6.4, 6.5, 6.6
Networking	3	Indicators with 100% score	2	7.2, 7.3
		Indicators with 0% score	1	7.1
Total	60	Indicators with 100% score	34	
		Indicators with 0% score	20	

The station was weak in participation and ownership. The station scored zero in three of seven indicators. Its membership was not open, inclusive and participatory. However, it did carry out community consultations but community ownership remains a challenge.

The station had relatively sound governance. However, it scored zero in five of 12 indicators. The weaknesses include inability to have an inclusive board and general assembly, which are structural issues. But there also were weaknesses in management such as 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 greater public support, participation and ownership.

The station’s performance in programming was strong, generally, but it was not balanced in terms of the airtime allotted to news and information, educational and musical programs against the requirements of the CR-PAS. It was weak in broadcasting musical programs in local languages as well.

The resource structure of the station was strong in general, except for excessive reliance on one source. The station was well managed, but needs improvement in maintenance of equipment and human resource development. The radio scored full marks in networking. There is, however, scope for further improving its financial management and transparency.

5.4.2 Radio Menchhyayem

Radio Menchhyayem was established in January 2008. It is located at Myanglung or Tehrathum District. The licensee organization is the Menchhyayem Sanchar Sahakari Sanstha Ltd. (cooperative). It broadcasts for 15.5 hours every day. The performance of Radio Menchhyayem is given in Table 5.16.

Table: 5.16 Performance of Radio Menchhyayem

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	60	20	70	43	40	19
Radio governance	15	5	60	27	80	47	40	16
Radio program	25	8	52	12	72	43	48	18
Resource structure and management	15	5	67	0	80	44	53	27
Station management	10	4	80	10	80	48	50	22
Financial management	10	4	60	0	60	30	30	16
Networking	5	2	100	0	100	61	80	30
Total	100	35	63	19	64	44	41	14

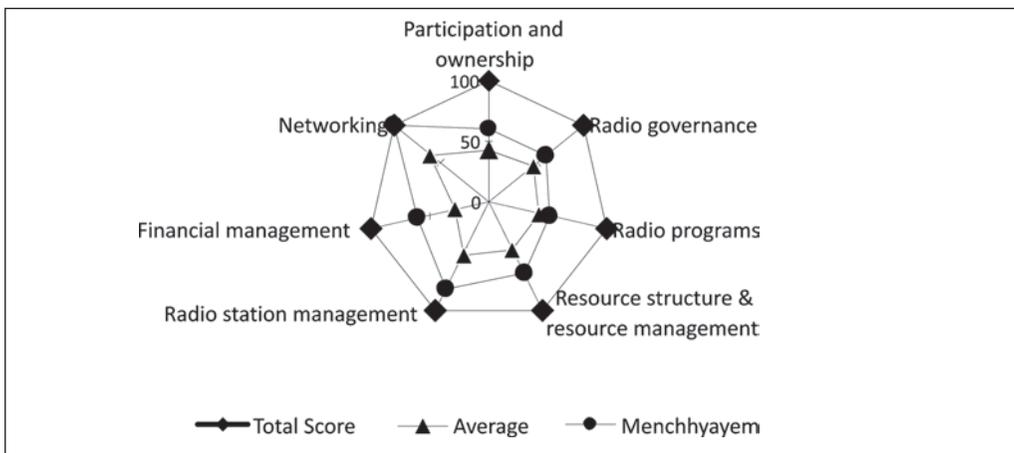
The station scored the second highest total among the 15 that were assessed. It scored the highest points in the CR-PAS assessment because one station that had a higher score did not meet the minimum in one performance composite. Radio Menchhyayem scored more than the minimum required in all composites. It scored highest points in networking and station management. However, it had lower scores in participation and ownership, governance, program, and financial management. These are the priority areas for improvement. Table 5.17 lists the indicators in which the station obtained full scores and those in which it did not score a point.

Table 5.17: The highest and lowest scores of Radio Menchhyayem

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	3	1.1, 1.2, 1.3
		Indicators with 0% score	2	1.4, 1.7
Radio governance	12	Indicators with 100% score	6	2.2, 2.3, 2.4, 2.5, 2.7, 2.9
		Indicators with 0% score	4	2.1, 2.6, 2.10, 2.11
Radio program	14	Indicators with 100% score	6	3.2, 3.3, 3.5, 3.7, 3.10, 3.12
		Indicators with 0% score	4	3.1, 3.4, 3.8, 3.14
Resource structure and management	7	Indicators with 100% score	4	4.3, 4.4, 4.5, 4.7
		Indicators with 0% score	1	4.6
Station management	10	Indicators with 100% score	8	5.1, 5.3, 5.4, 5.5, 5.6, 5.8, 5.9, 5.10
		Indicators with 0% score	2	5.2, 5.7
Financial management	7	Indicators with 100% score	4	6.1, 6.2, 6.3, 6.7
		Indicators with 0% score	3	6.4, 6.5, 6.6
Networking	3	Indicators with 100% score	3	7.1, 7.2, 7.3
		Indicators with 0% score	0	0
Total	60	Indicators with 100% score		
		Indicators with 0% score		

In participation and ownership the radio was open to the public and was more inclusive compared to other stations, but it was poor in terms of community consultations. Though the radio had a general assembly and board procedures, it did not have a separate manual for their functions. The radio fared poorly in communicating decisions and accounts to the public, which could make it difficult for it to obtain full community support.

Composite wise performance of Radio Menchhyayem



The programming aspect was weak as the station had not allocated broadcast time in a balanced manner to news and information, educational and musical content, and also because it did not have mechanisms of incorporating community feedback. However, it had begun program impact reviews. The resource mobilization aspect of the radio was satisfactory, but it needed to give attention to innovative sources. The station was well managed in many aspects, but not as much in human resource development and incentive systems. The radio also needs to create a reserve fund for equipment replacement.

5.4.3 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 organisation, and broadcasts for 17 hours every day. The performance of Radio Menchhyayem is given in Table 5.18.

Table 5.18: Performance of Radio Marsyangdi

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	30	20	70	43	40	19
Radio governance	15	5	60	27	80	47	40	16
Radio program	25	8	24	12	72	43	48	18
Resource structure and management	15	5	0	0	80	44	53	27
Station management	10	4	40	10	80	48	50	22
Financial management	10	4	30	0	60	30	30	16
Networking	5	2	40	0	100	61	80	30
Total	100	35	30	19	64	44	41	14

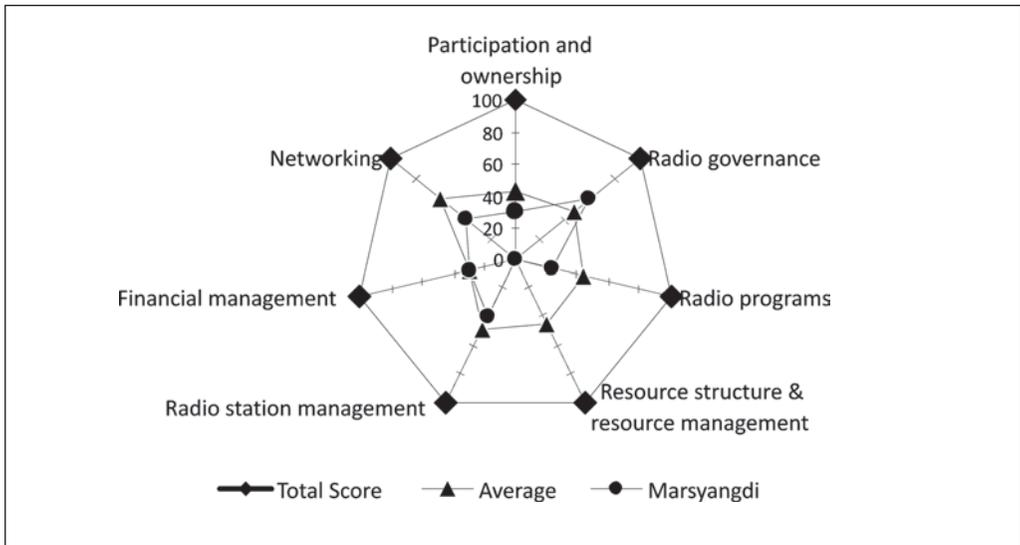
The aggregate score of the station was lower than the minimum required by the CR-PAS. The station failed to obtain minimum points required in five of the seven composites – the score was zero in one, resource structure. Its scores in two composites where it had crossed the minimum threshold – governance and station management – were also low. The station therefore has many areas where it needs to focus attention. The performance in terms of the highest and lowest scores on specific indicators for Radio Marsyangdi is given in Table 5.19.

Table 5.19: Highest and lowest scores of Radio Marsyangdi

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	2	1.1, 1.3
		Indicators with 0% score	5	1.2, 1.4, 1.5, 1.6, 1.7
Radio governance	12	Indicators with 100% score	7	2.1, 2.2, 2.3, 2.5, 2.7, 2.8, 2.9
		Indicators with 0% score	5	2.4, 2.6, 2.10, 2.11, 2.12
Radio program	14	Indicators with 100% score	3	3.7, 3.10, 3.12
		Indicators with 0% score	9	3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.8, 3.9, 3.14
Resource structure and management	7	Indicators with 100% score	0	None
		Indicators with 0% score	7	All 7
Station management	10	Indicators with 100% score	4	5.1, 5.7, 5.9, 5.10
		Indicators with 0% score	6	5.2, 5.3, 5.4, 5.5, 5.6, 5.8
Financial management	7	Indicators with 100% score	2	6.2, 6.3
		Indicators with 0% score	5	6.1, 6.4, 6.5, 6.6, 6.7
Networking	3	Indicators with 100% score	1	7.3
		Indicators with 0% score	2	7.1, 7.2
Total	60	Indicators with 100% score	19	
		Indicators with 0% score	37	

The radio was weak in participation and ownership, though it obtained full scores for having defined its community and making the general assembly more inclusive. It was good at governance, but it has to improve in terms of keeping the board members away from political and business interests, developing code of conduct and disclosing the accounts and decisions. The resource structure was the weakest of all stations. In programs, the station has to balance the airtime for news and information, educational, and musical content. The radio also needs to review its program, involve community in the program decisions, and bring variety in programming in terms of content diversity

Composite wise performance of Radio Marsyangdi



Similarly, there are many aspects the radio should improve in station and financial management, particularly in policy-making, planning and equipment maintenance.

5.4.4 Sumhatlung FM

Sumhatlung FM in Fidim, Panchthar District was established in January 2008. It is licensed to Samhatlung Sanchar Sahakari Sanstha Ltd. (cooperative) and broadcasts for 17.30 hours every day. The performance of the station is given in Table 5.20.

Table 5.20: Performance of Sumhatlung FM

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	45	20	70	43	40	19
Radio governance	15	5	33	27	80	47	40	16
Radio program	25	8	48	12	72	43	48	18
Resource structure and management	15	5	67	0	80	44	53	27
Station management	10	4	60	10	80	48	50	22
Financial management	10	4	20	0	60	30	30	16
Networking	5	2	80	0	100	61	80	30
Total	100	35	48	19	64	44	41	14

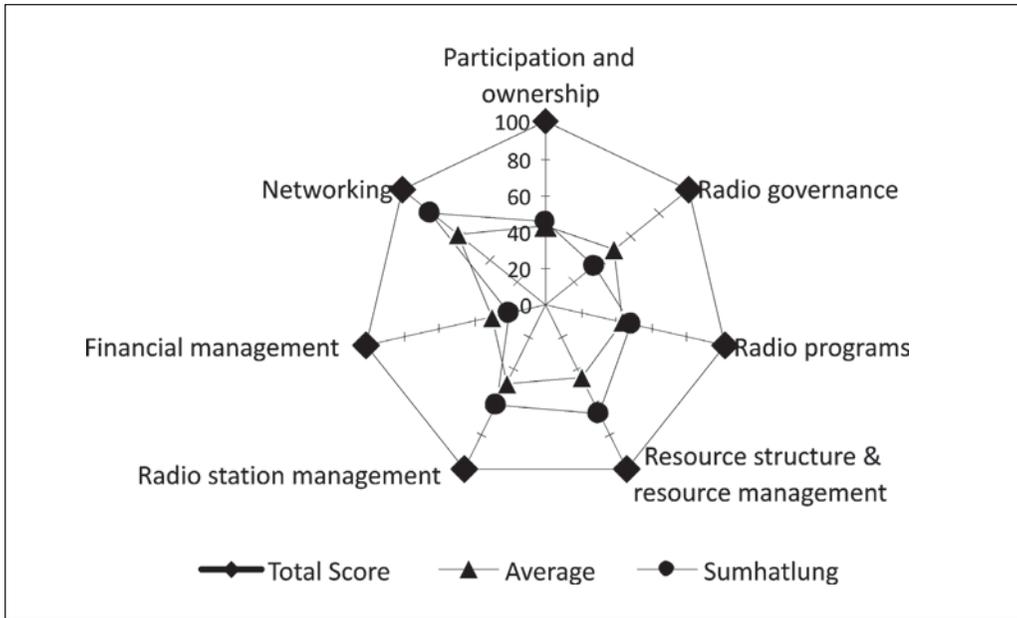
The total score of the station was above the average of 44. But it could not meet the minimum required score in one composite, financial management. Therefore it fell in category E. Its score in governance was just the minimum required and it had slightly higher scores in participation and ownership. Therefore, financial management, participation and ownership, and governance are the priority areas for improvement. The performance in terms of the highest and lowest scores on specific indicators for Sumhatlung FM is given in Table 5.21.

Table 5.21: Highest and lowest scores for Sumhatlung FM

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	2	1.1, 1.2
		Indicators with 0% score	2	1.4, 1.7
Radio governance	12	Indicators with 100% score	4	2.2, 2.3, 2.4, 2.7
		Indicators with 0% score	7	2.1, 2.6, 2.8, 2.9, 2.10, 2.11, 2.12
Radio program	14	Indicators with 100% score	5	3.2, 3.6, 3.7, 3.10, 3.12
		Indicators with 0% score	5	3.1, 3.4, 3.5, 3.8, 3.14
Resource structure and management	7	Indicators with 100% score	4	4.1, 4.4, 4.5, 4.6
		Indicators with 0% score	2	4.3, 4.7
Station management	10	Indicators with 100% score	6	5.1, 5.3, 5.4, 5.8, 5.9, 5.10
		Indicators with 0% score	4	5.2, 5.5, 5.6, 5.7,
Financial management	7	Indicators with 100% score	1	6.7
		Indicators with 0% score	5	6.2, 6.3, 6.4, 6.5, 6.6
Networking	3	Indicators with 100% score	2	7.2, 7.3
		Indicators with 0% score	1	7.1
Total	60	Indicators with 100% score	24	
		Indicators with 0% score	23	

The radio had defined its community and had an open membership policy. However, it fared poorly in terms of community consultations and feedback. The executive board and meeting procedures of the station were satisfactory but other governance areas such as preparing separate guidelines, planned operation, and transparent accounts and decisions needed improvements. Many of its program aspects were sound. The areas of improvement in programming include producing its own news bulletins, carrying out impact studies of programs, community involvement in the program decisions, and prioritizing local culture and languages, among others.

Composite wise performance of Sumhatlung FM



The radio should continue its resource management practice. It had many areas that needed improvement in station management, including the upkeep of equipment and developing human resource development plan. 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.

5.4.5 Radio Jagaran

Radio Jagaran was established in December 2007. The Jagaran Media Centre, a Kathmandu-based NGO working to promote Dalit rights, runs the station that is located at Butwal, Rupandehi District. The station broadcasts for 18 hours everyday. “Media alliance against caste based discrimination” is a stated objective of the station. Table 5.22 provides the performance of the station in the CR-PAS assessment.

Radio Jagaran was unable to obtain the minimum total of 35 in the CR-PAS. It did not meet the minimum required score in two composites – station management, and participation and ownership – and therefore fell under category E. The score in the governance indicators was also below the minimum threshold and had just the minimum needed for programming. Therefore, all the composites other than networking that have low scores need attention for improvement. The performance in terms of the highest and lowest scores on specific indicators for Radio Jagaran is given in Table 5.23.

Table 5.22: Performance of Radio Jagaran

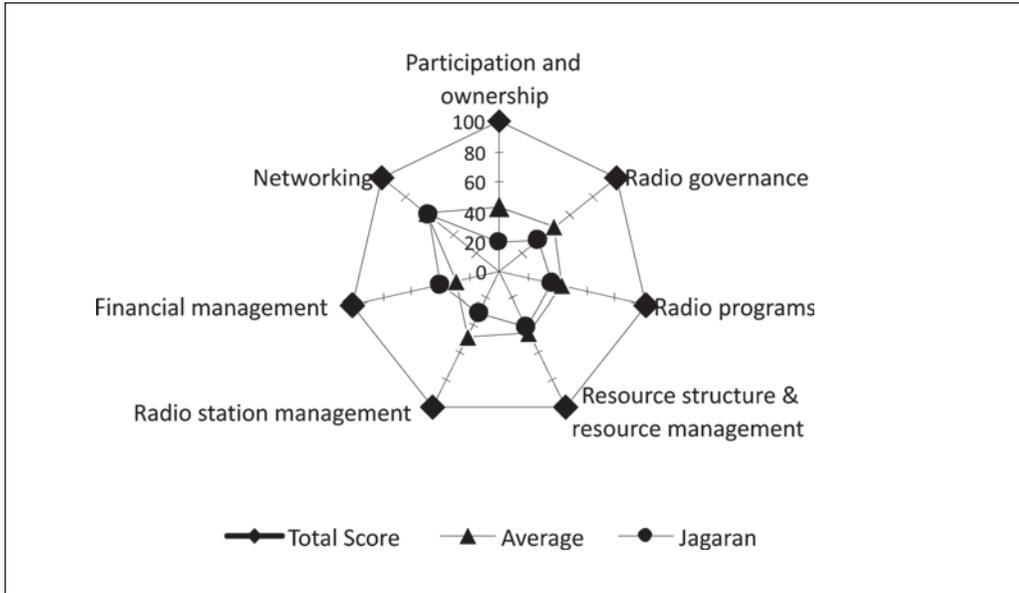
Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	20	20	70	43	40	19
Radio governance	15	5	33	27	80	47	40	16
Radio program	25	8	36	12	72	43	48	18
Resource structure and management	15	5	40	0	80	44	53	27
Station management	10	4	30	10	80	48	50	22
Financial management	10	4	40	0	60	30	30	16
Networking	5	2	60	0	100	61	80	30
Total	100	35	34	19	64	44	41	14

Table 5.23: Highest and lowest scores for Radio Jagaran

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	1	1.1
		Indicators with 0% score	5	1.2, 1.4, 1.5, 1.6, 1.7
Radio governance	12	Indicators with 100% score	4	2.1, 2.2, 2.4, 2.12
		Indicators with 0% score	8	2.3, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10, 2.11
Radio program	14	Indicators with 100% score	4	3.1, 3.2, 3.7, 3.10
		Indicators with 0% score	7	3.4, 3.5, 3.6, 3.8, 3.9, 3.12, 3.14
Resource structure and management	7	Indicators with 100% score	2	4.2, 4.5
		Indicators with 0% score	3	4.4, 4.6, 4.7
Station management	10	Indicators with 100% score	3	5.1, 5.6, 5.10
		Indicators with 0% score	7	5.2, 5.3, 5.4, 5.5, 5.7, 5.8, 5.9
Financial management	7	Indicators with 100% score	3	6.2, 6.3, 6.7
		Indicators with 0% score	4	6.1, 6.4, 6.5, 6.6
Networking	3	Indicators with 100% score	1	7.2
		Indicators with 0% score	1	7.1
Total	60	Indicators with 100% score	18	
		Indicators with 0% score	31	

The radio had clearly defined its community and its members reflected the ethnic/ caste composition of the community. However, the station was weak in terms of incorporating suggestions and community involvement in the affairs of the radio. Similarly, while the board processes were followed, the board structure was highly centralized, and norms and standards were not defined. It was weak in planned operations and execution of tasks.

Composite wise performance of Radio Jagaran



Radio Jagaran had a relatively good mix of news and information, educational, and musical programs, but was weak in incorporating public opinions in programming, carrying out impact assessments, and in prioritizing the local context, languages and cultures. The resource of the station came from diverse sources – the areas of improvement in this regard were mobilizing resources from innovative sources and reducing dependency on traditional markets. The radio was 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.

5.4.6 Vijaya FM

Vijaya FM at Gaidakot, Nawalparasi District was established in August 2004. The Vijaya Community Information & Communication Co-operative Ltd. runs the station. The station broadcasts for 19 hours every day. The performance of the station in the CR-PAS composites is given in Table 5.24.

Table 4.24: Performance of Vijaya FM

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	55	20	70	43	40	19
Radio governance	15	5	60	27	80	47	40	16
Radio program	25	8	40	12	72	43	48	18
Resource structure and management	15	5	80	0	80	44	53	27
Station management	10	4	70	10	80	48	50	22
Financial management	10	4	50	0	60	30	30	16
Networking	5	2	40	0	100	61	80	30
Total	100	35	56	19	64	44	41	14

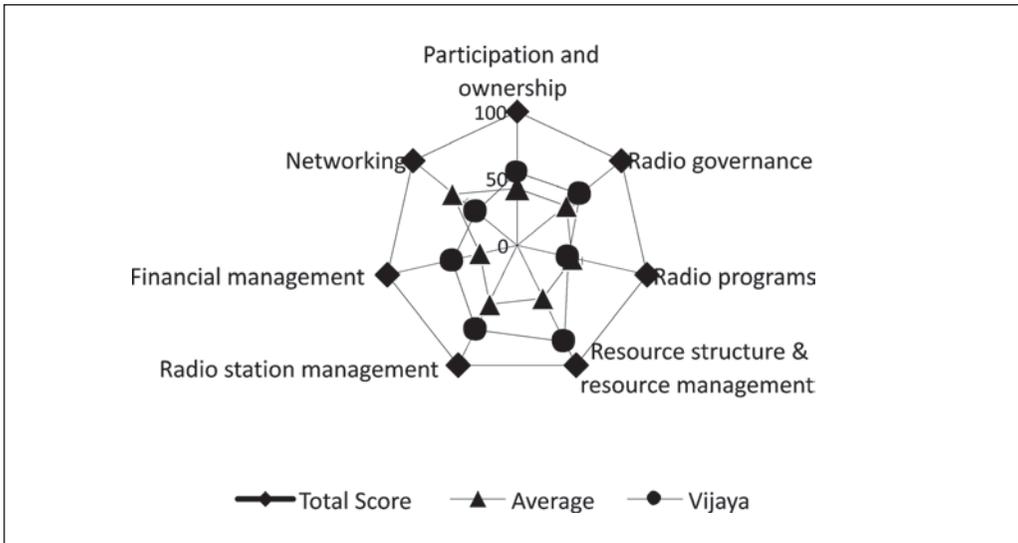
The total score of the station was roughly at the mid-point among the assessed radios. It succeeded to obtain the minimum points in all composites and was classified under category C. Its scores in networking and programming were just above the minimum requirement. It also had lower scores in three composites – networking, financial management, and program. The performance in terms of the highest and lowest scores on specific indicators for Vijaya FM is given in Table 5.25.

Table 5.25: Highest and lowest scores for Vijaya FM

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score		1.1, 1.2, 1.5
		Indicators with 0% score		1.4, 1.6
Radio governance	12	Indicators with 100% score		2.2, 2.3, 2.5, 2.7, 2.8, 2.9
		Indicators with 0% score		2.1, 2.4, 2.6, 2.10, 2.11
Radio program	14	Indicators with 100% score		3.2, 3.5
		Indicators with 0% score		3.7, 3.8, 3.10, 3.12, 3.13, 3.14
Resource structure and management	7	Indicators with 100% score		4.1, 4.2, 4.3, 4.4, 4.5, 4.7
		Indicators with 0% score		4.6
Station management	10	Indicators with 100% score		5.2, 5.3, 5.4, 5.5, 5.7, 5.8, 5.10
		Indicators with 0% score		5.1, 5.6, 5.9
Financial management	7	Indicators with 100% score		6.2, 6.3, 6.4, 6.7
		Indicators with 0% score		6.1, 6.5, 6.6
Networking	3	Indicators with 100% score		7.3
		Indicators with 0% score		7.1, 7.2
Total	60	Indicators with 100% score		
		Indicators with 0% score		

The radio had defined its community and the membership reflected the ethnic/caste demography of 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 balance and also in the board processes. The areas needing improvements in governance are preparing operational guidelines, avoiding political/business influences in decisions, and community consultations and transparency.

Composite wise performance of Vijaya FM



While the radio reviewed its programs and had begun carrying out impact surveys, it had not attained the required balance in news and information, educational and musical programs. Similarly, it was 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 largely from traditional sources (not innovative sources). The station was well managed except in areas such as preparing station management guideline, up-keep of equipment, and internal communication through staff meetings.

The radio was sound in financial management in general, but needed improvements in terms of preparing financial management policies and building 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.

5.4.7 Radio Lumbini

Radio Lumbini is located at Manigram, Rupandehi District. The Lumbini Suchana Tatha Sanchar Co-operative Ltd. runs the station. The radio was established in February 2000 and broadcasts for 18 hours every day. The performance of the station in the CR-PAS composites is given in Table 5.26.

Table 5.26: Performance of Radio Lumbini

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	65	20	70	43	40	19
Radio governance	15	5	80	27	80	47	40	16
Radio program	25	8	68	12	72	43	48	18
Resource structure and management	15	5	60	0	80	44	53	27
Station management	10	4	70	10	80	48	50	22
Financial management	10	4	20	0	60	30	30	16
Networking	5	2	80	0	100	61	80	30
Total	100	35	64	19	64	44	41	14

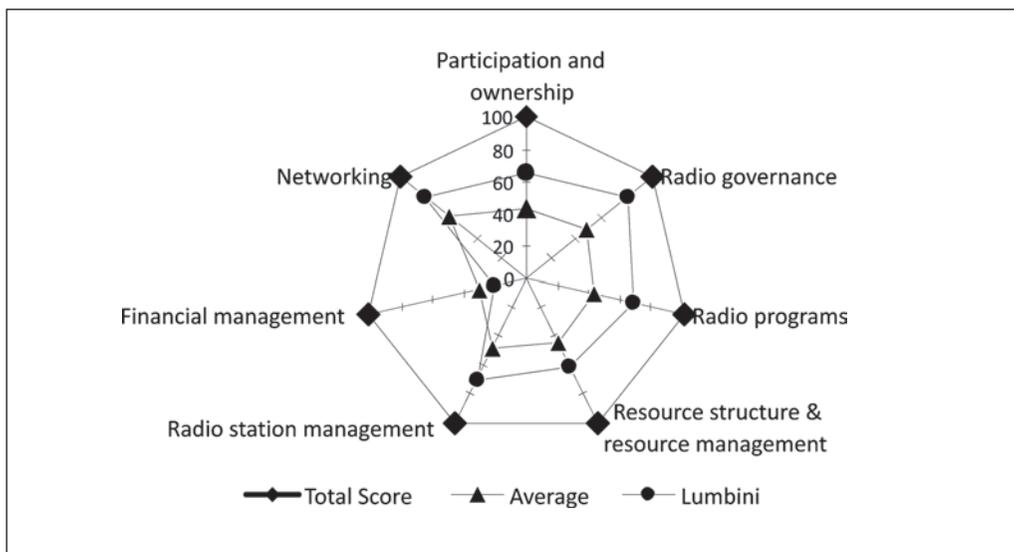
The total score of Radio Lumbini was highest among the 15 stations that were assessed. However, the station failed to attain the minimum required score for one composite, financial management, and has been placed in category C. Radio Lumbini scored the highest points in governance. However, it had lower scores in financial management and resource structure, which are the priority areas for improvement. The performance in terms of the highest and lowest scores on specific indicators for Radio Lumbini is given below.

Table 2.27: Highest and lowest scores for Radio Lumbini

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	4	1.1, 1.2, 1.3, 1.5, 1.7
		Indicators with 0% score	2	1.4, 1.6
Radio governance	12	Indicators with 100% score	9	2.1, 2.2, 2.3, 2.4, 2.5, 2.7, 2.8, 2.9, 2.12
		Indicators with 0% score	3	2.6, 2.10, 2.11
Radio program	14	Indicators with 100% score	8	3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.9, 3.10
		Indicators with 0% score	3	3.1, 3.8, 3.14
Resource structure and management	7	Indicators with 100% score	4	4.1, 4.2, 4.3, 4.4
		Indicators with 0% score	3	4.5, 4.6, 4.7
Station management	10	Indicators with 100% score	7	5.3, 5.4, 5.6, 5.7, 5.8, 5.9, 5.10
		Indicators with 0% score	3	5.1, 5.2, 5.5
Financial management	7	Indicators with 100% score	1	6.1
		Indicators with 0% score	6	6.2, 6.3, 6.4, 6.5, 6.6, 6.7
Networking	3	Indicators with 100% score	2	7.2, 7.3
		Indicators with 0% score	1	7.1
Total	60	Indicators with 100% score	35	
		Indicators with 0% score	21	

Radio Lumbini was comparatively strong in terms of participation and ownership indicators, except for two – one requiring consultations for fixing membership fees and another that demands provisions for mobilizing volunteers. Other weaknesses in governance were disclosing its financial status and decisions to the public, and the failure to develop a code of conduct for office bearers.

Composite wise performance of Radio Lumbini



The programs of the station were relatively well balanced in terms of news and information, education and musical content. The station, however, had not given adequate attention to producing music in local languages and on cultures, and did not produce its own news bulletins, but it did have variety in content.

The station performed well in terms of identifying resources, planning and realizing its plans. But it needs efforts in mobilizing non-traditional, innovative sources and disclosing the financial 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.

5.4.8 Bheri FM

Bheri FM is located in Nepalgunj, Banke District. The Nepal Press Institute, a Kathmandu-based NGO, set up the station in March 2006. The Regional Media Resource Centre – an NPI affiliate – runs the station that broadcasts for 13 hours daily. The performance of the Radio Bheri in the CR-PAS composites is given in Table 5.28.

Table 5.28: Performance of Bheri FM

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	40	20	70	43	40	19
Radio governance	15	5	33	27	80	47	40	16
Radio program	25	8	28	12	72	43	48	18
Resource structure and management	15	5	13	0	80	44	53	27
Station management	10	4	50	10	80	48	50	22
Financial management	10	4	30	0	60	30	30	16
Networking	5	2	40	0	100	61	80	30
Total	100	35	32	19	64	44	41	14

The total score of the radio was among the lowest: it failed to obtain the minimum score required by the CR-PAS. The station could not obtain the minimum scores in three composites – program, resource structure, and financial management. The scores in participation and ownership and networking were also low. Except for station management, its performance was weak in other composites. The performance in terms of the highest and lowest scores on specific indicators for Bheri FM is given in Table 5.29.

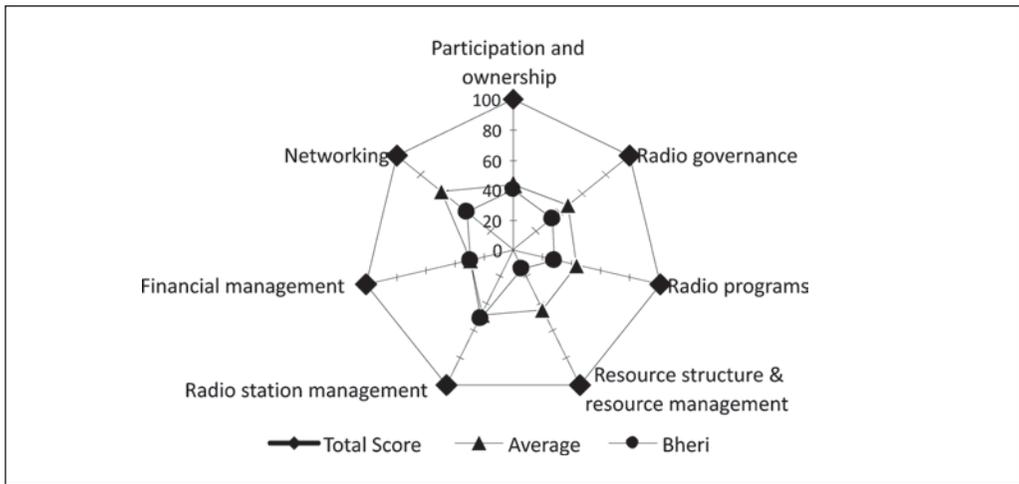
Table 5.29: Highest and lowest scores of Bheri FM

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	2	1.1, 1.7
		Indicators with 0% score	4	1.2, 1.4, 1.5, 1.6
Radio governance	12	Indicators with 100% score	4	2.1, 2.4, 2.7, 2.12
		Indicators with 0% score	8	2.2, 2.3, 2.5, 2.6, 2.8, 2.9, 2.10, 2.11
Radio program	14	Indicators with 100% score	2	3.7, 3.10
		Indicators with 0% score	7	3.1, 3.3, 3.4, 3.5, 3.6, 3.8, 3.14
Resource structure and management	7	Indicators with 100% score	1	4.4
		Indicators with 0% score	6	4.1, 4.2, 4.3, 4.5, 4.6, 4.7
Station management	10	Indicators with 100% score	5	5.2, 5.5, 5.6, 5.7, 5.9
		Indicators with 0% score	5	5.1, 5.3, 5.4, 5.8, 5.10
Financial management	7	Indicators with 100% score	2	6.2, 6.3
		Indicators with 0% score	5	6.1, 6.4, 6.5, 6.6, 6.7
Networking	3	Indicators with 100% score	1	7.3
		Indicators with 0% score	2	7.1, 7.2
Total	60	Indicators with 100% score	17	
		Indicators with 0% score	36	

Bheri FM fared poorly in majority of the participation and ownership indicators - it did not have mechanism for public consultations and for involving its community members station affairs. However, the station had defined its public and had instituted a mechanism to obtain feedback. The governance of the radio was very weak: even though it had issued operational guidelines and did not have political or business influence in the board, the board structure was centralized (no committees), and the station did not disclose its decisions and financial status to the public as required by the CR-PAS.

The station had variety in news and information and educational programs, but the broadcast time was not distributed as required by the CR-PAS. The station had also not given adequate attention to broadcasting materials produced by local artists and for promoting local languages and cultures.

Composite wise performance of Bheri FM



The resource structure of the radio was vulnerable: it was not mobilizing resources in a planned manner, was reliant on a few sources, and paid no attention to mobilizing resources from innovative sources. However, the proportion of local resources was over 50 percent of the total. The station management suffered from weaknesses in that the roles, responsibilities and authorities of departments were not well defined; staff incentives were not established, and even personal files were not maintained. However, the station did have an equipment upkeep plan, staff meetings took place regularly and it also had a human resource development (HRD) plan. It was the only station with a HRD plan

Financial management at the station was also weak even though it had its own bank account and updated its inventory regularly. The radio had a partnership policy but it did not have partnerships for organizational strengthening and had not engaged in activities aimed at social transformation.

5.4.9 Himchuli FM

Himchuli FM in Pokhara, Kaski District, was established in April 2001. It is run by Pokhara FM Multipurpose Co-operative Ltd. and broadcasts for 16.5 hours every day. The performance of the station based on the CR-PAS composites is given in Table 5.30.

Table 5.30: Performance of Himchuli FM

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	25	20	70	43	40	19
Radio governance	15	5	27	27	80	47	40	16
Radio program	25	8	20	12	72	43	48	18
Resource structure and management	15	5	13	0	80	44	53	27
Station management	10	4	10	10	80	48	50	22
Financial management	10	4	20	0	60	30	30	16
Networking	5	2	0	0	100	61	80	30
Total	100	35	19	19	64	44	41	14

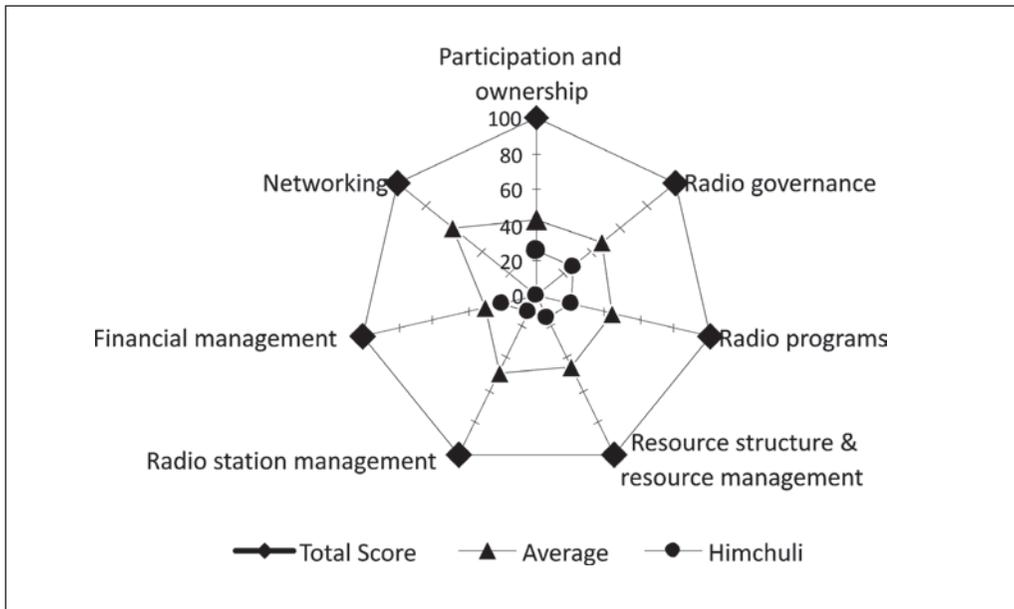
The total score of the radio was the lowest among the 15 that were assessed. It failed to obtain the minimum score required for all composites and came under category E. It scored zero in networking, and had scores that were lower than the average in all other composites. The station therefore has much to do to improve its performance. The performance in terms of the highest and lowest scores on specific indicators for Himchuli FM is given in Table 5.31.

Table 5.31: Highest and lowest scores of Himchuli FM

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	0	None
		Indicators with 0% score	3	1.4, 1.5, 1.6
Radio governance	12	Indicators with 100% score	2	2.2, 2.4
		Indicators with 0% score	8	2.1, 2.3, 2.6, 2.7, 2.8, 2.9, 2.10, 2.11
Radio program	14	Indicators with 100% score	2	3.7, 3.10
		Indicators with 0% score	9	3.1, 3.3, 3.4, 3.5, 3.6, 3.8, 3.9, 3.11, 3.14
Resource structure and management	7	Indicators with 100% score	1	4.5
		Indicators with 0% score	6	4.1, 4.2, 4.3, 4.4, 4.6, 4.7
Station management	10	Indicators with 100% score	1	5.10
		Indicators with 0% score	9	5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.9
Financial management	7	Indicators with 100% score	1	6.3
		Indicators with 0% score	6	6.1, 6.2, 6.4, 6.5, 6.6, 6.7
Networking	3	Indicators with 100% score	0	None
		Indicators with 0% score	3	7.1, 7.2, 7.3
Total	60	Indicators with 100% score	7	
		Indicators with 0% score	41	

Himchuli FM fared poorly compared to all stations that were assessed. 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 of the programming requirements of the CR-PAS.

Composite wise performance of Himchuli FM



Apart from maintaining some amount of diversity in the sources of resources, the station had no notable performance on resource structure and financial management. The performance was also poor in terms of station management, though it did hold regular meetings. The station had done little with networking; it did not have a policy and had not engaged in partnerships for organizational strengthening, and for pursuing social transformation.

5.4.10 Radio Namobuddha

Radio Namobuddha 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. The performance of the Radio Namobuddha in the CR-PAS composites is given in Table 5.32.

Table 5.32: Performance of Radio Namobuddha

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	60	20	70	43	40	19
Radio governance	15	5	40	27	80	47	40	16
Radio program	25	8	12	12	72	43	48	18
Resource structure and management	15	5	13	0	80	44	53	27
Station management	10	4	30	10	80	48	50	22
Financial management	10	4	20	0	60	30	30	16
Networking	5	2	20	0	100	61	80	30
Total	00	35	29	19	64	44	41	14

The overall score of the station was lower than the minimum required by the CR-PAS: It failed to obtain minimum required scores in five of the seven composites - program, resource structure, station management, financial management and networking. The station fell under category E. The station's score in programming was the lowest. In five composites the score was lower than its total score, which means th terms of the highest and lowest scores on specific indicators for Radio Namobuddha is given in Table 5.33.

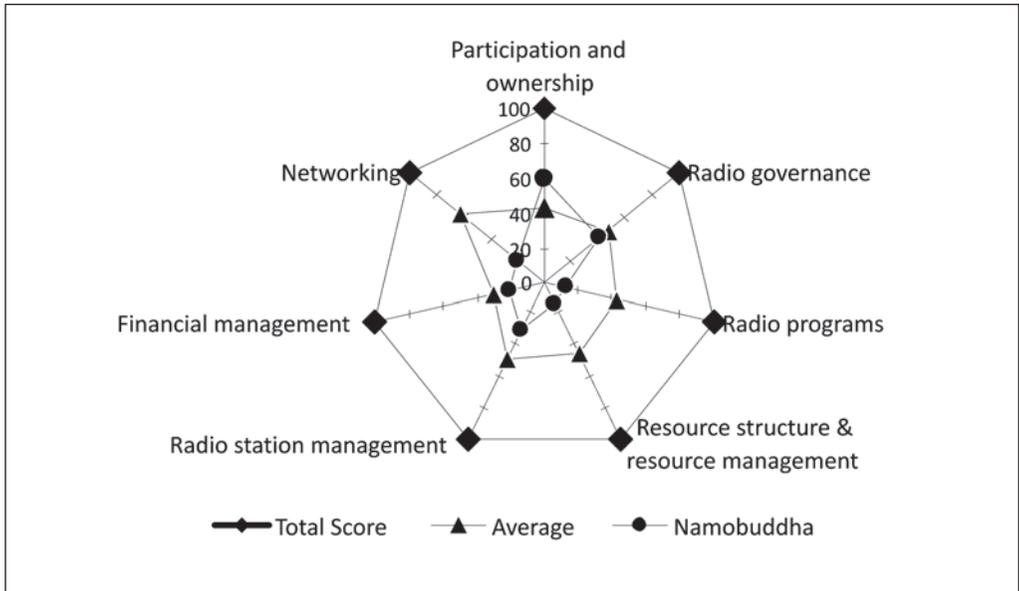
Table 5.33: Highest and lowest scores for Radio Namobuddha

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	2	1.1, 1.5
		Indicators with 0% score	1	1.4
Radio governance	12	Indicators with 100% score	4	2.3, 2.7, 2.10, 2.12
		Indicators with 0% score	7	2.1,2.2,2.4,2.6,2.8,2.9,2.11
Radio program	14	Indicators with 100% score	1	3.11
		Indicators with 0% score	12	3.1,3.2,3.3,3.4,3.5,3.6,3.7,3.8,3.10,3.12,3.13,3.14
Resource structure and management	7	Indicators with 100% score	1	4.1
		Indicators with 0% score	6	4.2, 4.3, 4.4, 4.5, 4.6, 4.7
Station management	10	Indicators with 100% score	3	5.4, 5.7, 5.8
		Indicators with 0% score	7	5.1,5.2,5.3,5.5,5.6,5.9,5.10

Financial management	7	Indicators with 100% score	1	6.3
		Indicators with 0% score	6	6.1, 6.2, 6.4, 6.5, 6.6, 6.7
Networking	3	Indicators with 100% score	0	None
		Indicators with 0% score	2	7.1, 7.2
Total	60	Indicators with 100% score	12	
		Indicators with 0% score	35	

The performance of the station is relatively good in terms of community participation and ownership, and governance compared to other composites. It had a well-defined community and conducted regular public hearings, which were distinctive features at the radio. The members of the radio reflected the audience composition, and it had a mechanism to collect feedback and suggestions. The station also involved volunteers. The only weak participation and ownership indicator was that the station did not decide membership fees in consultation with the community. In governance, the board was elected democratically and functioned following due processes and rules, and also made its decisions public. But the radio also had weaknesses: It did not have separate operating guidelines, the general assembly did not meet on time, it did not disclose the code of conduct, and operations were not planned. The composition of the board also suggested that the station was unable to separate its board from political or business interests – based on the score of the specific indicator.

Composite wise performance of Radio Namobuddha



Programming was another weak aspect of the station in that it had not distributed broadcast time as required by the CR-PAS among news and information, educational and musical programs. It did not also carry out systematic studies and reviews of programs. Further, the station also lacked variety in program content, but did have local language programming.

The resource structure showed that the station depended largely on traditional sources, and did not mobilize resources in a planned way. Nor did it demonstrate that it had made efforts to diversify resource mobilization. Apart from having appointment letters for staffs and maintaining personal files, the management of the station was not systematic. It also lacked systems for operations and upkeep of equipment. Financial management was 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 status to the public as required by the CR-PAS. While it had undertaken some collaborative actions for social transformation the radio lacked a policy for partnerships.

5.4.11 Rupakot Community Radio

The Rupakot Community Radio is an undertaking of Rupakot Suchana Tatha Sanchar Sahakari Sanstha Ltd., a cooperative. It was established in April 2007 and broadcasts for 11.30 hours. The performance of the station in terms of the CR-PAS composite indicators is given in Table 5.34.

Table 5.34: Performance of Rupakot Community Radio

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	65	20	70	43	40	19
Radio governance	15	5	60	27	80	47	40	16
Radio program	25	8	48	12	72	43	48	18
Resource structure and management	15	5	73	0	80	44	53	27
Station management	10	4	50	10	80	48	50	22
Financial management	10	4	10	0	60	30	30	16
Networking	5	2	80	0	100	61	80	30
Total	100	35	55	19	64	44	41	14

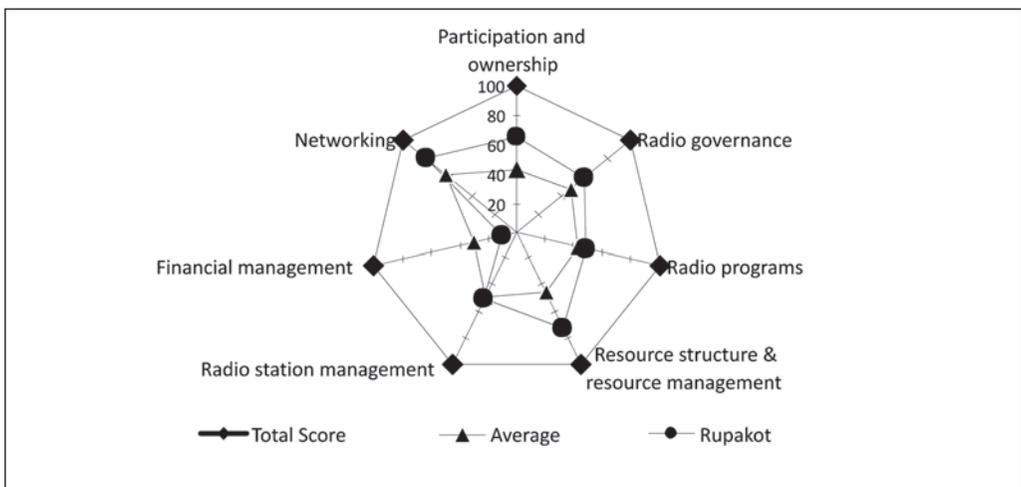
The overall score of the station is among the top five, but Rupakot Community Radio failed to meet the minimum score in financial management. Therefore, it fell in category D. It scored 80 percent points in networking, and was closer to the highest score in participation and ownership, and resource structure. It had lower scores in financial management, radio program and station management, which are the priorities for making improvements. The performance in terms of the highest and lowest scores on specific indicators for Radio Rupakot is given in Table 5.35.

Table 5.35: Highest and lowest scores of Rupakot Community Radio

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	3	1.1, 1.2, 1.3
		Indicators with 0% score	1	1.4
Radio governance	12	Indicators with 100% score	7	2.1, 2.2, 2.3, 2.4, 2.7, 2.8, 2.9
		Indicators with 0% score	4	2.6, 2.10, 2.11, 2.12
Radio program	14	Indicators with 100% score	5	3.1, 3.6, 3.7, 3.10, 3.12
		Indicators with 0% score	5	3.5, 3.8, 3.9, 3.13, 3.14
Resource structure and management	7	Indicators with 100% score	4	4.2, 4.3, 4.4, 4.6
		Indicators with 0% score	2	4.5, 4.7
Station management	10	Indicators with 100% score	5	5.1, 5.5, 5.6, 5.8, 5.9
		Indicators with 0% score	5	5.2, 5.3, 5.4, 5.7, 5.10
Financial management	7	Indicators with 100% score	0	None
		Indicators with 0% score	6	6.1, 6.2, 6.4, 6.5, 6.6, 6.7
Networking	3	Indicators with 100% score	2	7.2, 7.3
		Indicators with 0% score	1	7.1
Total	60	Indicators with 100% score	26	
		Indicators with 0% score	21	

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 provisions for mobilizing volunteers. The key weaknesses in governance were non-disclosure of financial status and decisions to public and non-existence of code of conduct for office bearers. The station was strong in other governance indicators.

Composite wise performance of Rupakot Community Radio



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 the plans. It had given importance to mobilizing resources from non-traditional or innovative sources. The areas for improvement in this composite include disclosure of the resource status to the public, review of resource mobilization and checks against over reliance on any single source.

Areas for improvement in station management were planned actions 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 are weak spots in inventory and cash management, and in terms of analysis of its 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.

5.4.12 Radio Purbanchal

Radio Purbanchal was established in August 2007. Digho Bikas Samaj, an NGO, runs the station that was broadcasting for 10 hours every day. The performance of the station in terms of the CR-PAS composite indicators is given in Table 5.36.

Table 5.36: Performance of Radio Purbanchal

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	20	20	70	43	40	19
Radio governance	15	5	33	27	80	47	40	16
Radio program	25	8	60	12	72	43	48	18
Resource structure and management	15	5	47	0	80	44	53	27
Station management	10	4	10	10	80	48	50	22
Financial management	10	4	0	0	60	30	30	16
Networking	5	2	100	0	100	61	80	30
Total	100	35	37	19	64	44	41	14

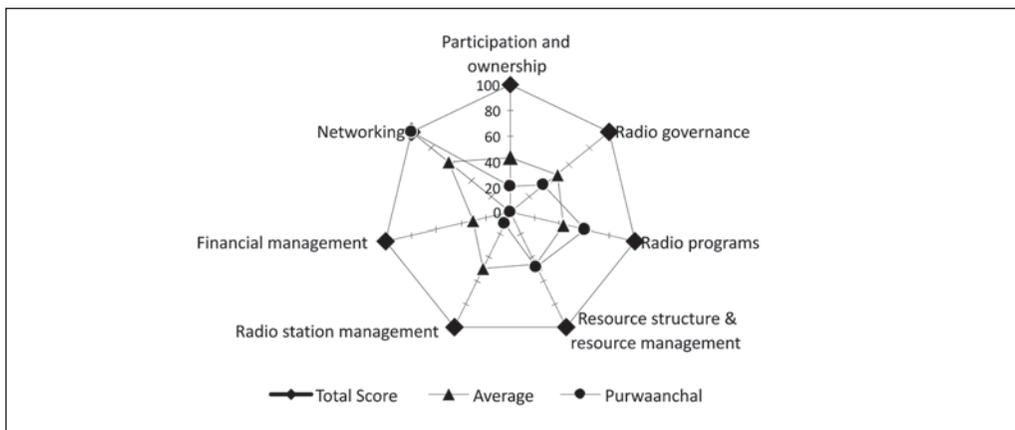
The overall score of the station was just above the minimum of 35 but it failed to meet the minimum score in three composites - participation and ownership, station management, and financial management – and has been placed in category E. The radio had strong networking and had a fairly high score in programming but was poor in financial and station management. The score in governance was just at the required minimum. The station needs to focus on all five composites other than networking and programs for improvements. The performance in terms of the highest and lowest scores for specific indicators for Radio Purbanchal is given in Table 5.37.

Table 5.37: Highest and lowest scores of Radio Purbanchal

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	0	None
		Indicators with 0% score	5	1.1, 1.2, 1.4, 1.6, 1.7
Radio governance	12	Indicators with 100% score	4	2.2, 2.3, 2.4, 2.7
		Indicators with 0% score	7	2.1,2.5,2.6,2.8,2.9,2.10,2.11
Radio program	14	Indicators with 100% score	5	3.1, 3.7, 3.8,3.10, 3.12
		Indicators with 0% score	2	3.5, 3.14
Resource structure and management	7	Indicators with 100% score	3	4.4, 4.5, 4.6
		Indicators with 0% score	4	4.1, 4.2, 4.3, 4.7
Station management	10	Indicators with 100% score	1	5.1
		Indicators with 0% score	9	5.2, 5.3, 5.4, 5.5, 5.6,5.7, 5.8, 5.9, 5.10
Financial management	7	Indicators with 100% score	0	None
		Indicators with 0% score	7	6.1,6.2,6.3,6.4,6.5,6.6,6.7
Networking	3	Indicators with 100% score	3	7.1, 7.2, 7.3
		Indicators with 0% score	0	None
Total	60	Indicators with 100% score	16	
		Indicators with 0% score	36	

The radio was weak in terms of participation and involvement of its community in the station's affairs. It had a very broad definition of its community, lacked adequate membership provisions and community consultation in programs and fees, lacked in volunteer mobilization and in operating a community feedback mechanism. While the office holders were elected according to a defined process and board procedures were followed, the radio was weak in forming committees, developing and working in line with short and long-term plans, and communicating decisions and actions to the community.

Composite wise performance of Radio Purbanchal



Radio Purbanchal was strongest in terms of programming. Its weaknesses in this area were inability to carry out impact surveys, producing programs in local languages and promoting local artists and cultures. It had a sound balance in terms of news and information, education and musical programs, content diversity, and program 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 the potential and did not have a resource mobilization plan. The radio station was run with defined station management guidelines, but the actions and decisions appeared to be ad-hoc, as the radio did not score in nine out of 10 indicators in the composite. The station was weakest in financial management and strongest in networking.

5.4.13 Samad FM

Samad FM at Lahan, Siraha District was established in 2007 and is run by an NGO called Prakritika Sathi. It broadcasts for 14 hours every day. The performance of Samad FM on the CR-PAS composites is given in Table 5.38.

Table 5.28: Performance of Samad FM

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	70	20	70	43	40	19
Radio governance	15	5	53	27	80	47	40	16
Radio program	25	8	52	12	72	43	48	18
Resource structure and management	15	5	13	0	80	44	53	27
Station management	10	4	50	10	80	48	50	22
Financial management	10	4	40	0	60	30	30	16
Networking	5	2	80	0	100	61	80	30
Total	100	35	50	19	64	44	41	14

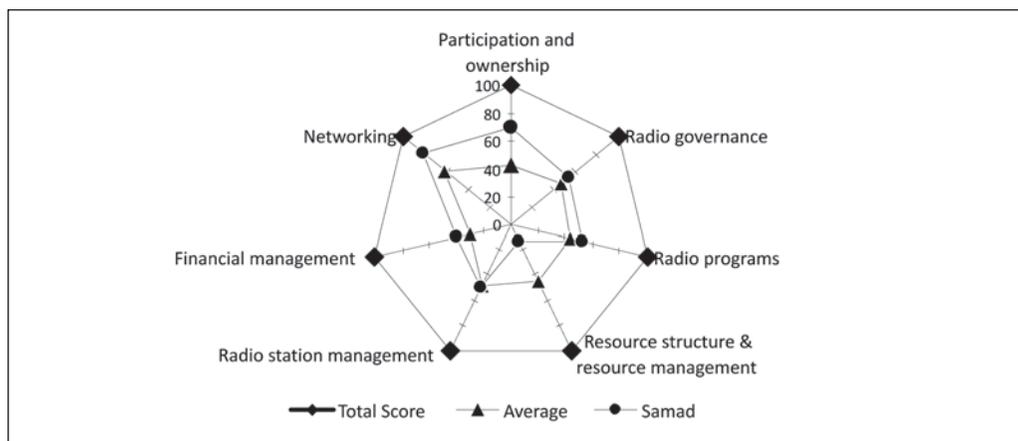
The overall score of Samad FM was on the higher side, but it did not meet the minimum requirements for one indicator, resource structure. Therefore, it fell under category D. In the other six performance areas the radio did fairly well with scores between 50 percent and 80 percent. The station obtained the highest score in participation and ownership. One priority area for improvement for Samad FM is resource structure. The performance in terms of the highest and lowest scores for specific indicators for Samad FM is given in Table 5.39.

Table 5.39: Highest and lowest scores of Samad FM

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	4	1.1, 1.3, 1.6, 1.7
		Indicators with 0% score	2	1.4, 1.5
Radio governance	12	Indicators with 100% score	6	2.2, 2.3, 2.4, 2.7, 2.8, 2.9
		Indicators with 0% score	5	2.1, 2.6, 2.10, 2.11, 2.12
Radio program	14	Indicators with 100% score	6	3.7, 3.10, 3.11, 3.12, 3.13, 3.14
		Indicators with 0% score	4	3.1, 3.2, 3.5, 3.8
Resource structure and management	7	Indicators with 100% score	1	4.1
		Indicators with 0% score	6	4.2, 4.3, 4.4, 4.5, 4.6, 4.7
Station management	10	Indicators with 100% score	5	5.1, 5.3, 5.4, 5.5, 5.8
		Indicators with 0% score	5	5.2, 5.6, 5.7, 5.9, 5.10
Financial management	7	Indicators with 100% score	2	6.2, 6.3
		Indicators with 0% score	4	6.4, 6.5, 6.6, 6.7
Networking	3	Indicators with 100% score	2	7.1, 7.2
		Indicators with 0% score	0	None
Total	60	Indicators with 100% score	26	
		Indicators with 0% score	28	

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. Provisions for mobilizing volunteers were adequate. In governance non-disclosure of the financial status and decisions to public, lack of a code of conduct for office bearers and a separate guideline were the key weaknesses. The program mix 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.

Composite wise performance of Samad FM



The station had a policy for resource mobilization but was weak in identifying resources, planning and realizing the plans. It also needed improvements on mobilizing non-traditional, innovative sources and disclosing the financial status to the public. 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 analysis of its financial situation. The radio was collaborating and partnering with other organizations for organizational strengthening but was weak in forging partnerships for social transformation.

5.4.14 Radio Sindhuligadhi

Radio Sindhuligadhi in Sindhuli District was established in December 2007. It is run by an NGO, the Human Development & Environment Conservation Centre. It broadcasts for 17 hours. The performance of the station in terms of the CR-PAS composites is given in Table 5.40.

Table 5.40: Performance of Radio Sindhuligadhi

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	20	20	70	43	40	19
Radio governance	15	5	33	27	80	47	40	16
Radio program	25	8	56	12	72	43	48	18
Resource structure and management	15	5	53	0	80	44	53	27
Station management	10	4	30	10	80	48	50	22
Financial management	10	4	30	0	60	30	30	16
Networking	5	2	80	0	100	61	80	30
Total	100	35	41	19	64	44	41	14

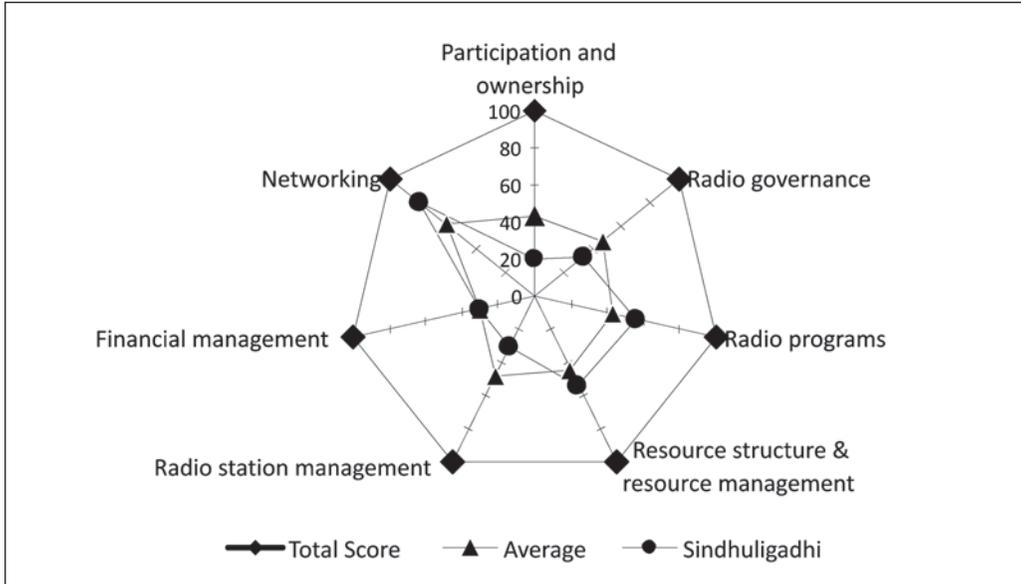
The overall score of the station was equal to the median value, which means that it is at the mid-point in terms of performance. But since it could not meet the minimum required for three composites – participation and ownership, station management and financial management – it has been placed in category E. Its score in participation and ownership was almost the lowest, while in networking it was among the highest. The station fared poorly in participation and networking, governance, station management and financial management. The performance in terms of the highest and lowest scores for specific indicators for Radio Sindhuligadhi is given in Table 5.41.

Table 5.41: Highest and lowest scores for Sindhuligadhi FM

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	1	1.1
		Indicators with 0% score	5	1.2, 1.4, 1.5, 1.6, 1.7
Radio governance	12	Indicators with 100% score	4	2.2, 2.3, 2.4, 2.7
		Indicators with 0% score	7	2.1, 2.5, 2.6, 2.9, 2.10, 2.11, 2.12
Radio program	14	Indicators with 100% score	5	3.1, 3.2, 3.7, 3.10, 3.12
		Indicators with 0% score	3	3.5, 3.8, 3.14
Resource structure and management	7	Indicators with 100% score	4	4.4, 4.5, 4.6, 4.7
		Indicators with 0% score	3	4.1, 4.2, 4.3
Station management	10	Indicators with 100% score	3	5.1, 5.9, 5.10
		Indicators with 0% score	7	5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8
Financial management	7	Indicators with 100% score	1	6.3
		Indicators with 0% score	5	6.2, 6.4, 6.5, 6.6, 6.7
Networking	3	Indicators with 100% score	2	7.2, 7.3
		Indicators with 0% score	1	7.1
Total	60	Indicators with 100% score	20	
		Indicators with 0% score	31	

The radio was weak in terms of participation, ownership and community involvement. The weaknesses included lack of membership provisions, community consultation on programs and fees, volunteer mobilization, and community feedback mechanism. While the office holders were elected according to defined processes, board procedures were duly 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 its decisions and actions to the community.

Composite wise performance of Sindhuligadhi FM



Programming was a strong aspect of the radio. But it was weak in terms of carrying out impact surveys and producing programs in local languages, and in promoting local artists and cultures. The station was doing well in other performance areas such as balancing the broadcasting time among news and information, education and musical programs, content variety and program reviews.

The resource structure of the station largely reflected the mobilization of traditional sources, and no systematic effort had been made for mobilizing resources, even though it had a responsible unit. The radio did not conduct an assessment of resource potential and did not plan resource mobilization.

The radio station had a defined management guideline, but many of the actions and decisions were either not defined in the guideline or were ad-hoc. Another weak area of the radio was financial management. In networking, however, the station was partnering with others for social transformation and organizational strengthening, but it did not have a policy on partnerships.

5.4.15 SOLU FM

The station at Salleri, Solukhumbu District was set up by the Young Star Club in August 2004. It broadcasts for 13 hours on weekdays and for 17 hours on Saturday. The performance of the station in terms of the CR-PAS composites is given in Table 4.42.

Table 5.42: Performance of Solu FM

Scores in the performance composites								
Composite	Full Score	Minimum Required	Score (%)	Reference scores of the radios in percentage (N=15)				
				Min	Max	Mean	Median	Dev.
Participation and ownership	20	7	25	20	70	43	40	19
Radio governance	15	5	33	27	80	47	40	16
Radio program	25	8	32	12	72	43	48	18
Resource structure and management	15	5	60	0	80	44	53	27
Station management	10	4	70	10	80	48	50	22
Financial management	10	4	30	0	60	30	30	16
Networking	5	2	40	0	100	61	80	30
Total	100	35	39	19	64	44	41	14

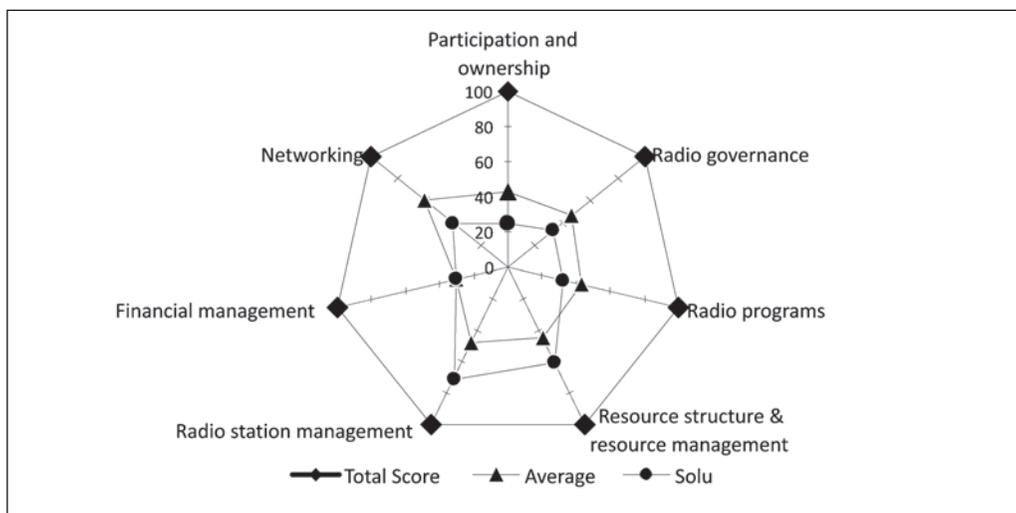
The overall score of Solu FM was higher than the minimum required by CR-PAS but it failed to meet the minimum requirements in two composites - participation and ownership, and financial management – and therefore has been placed in category E. Its score in participation and ownership was very low, while in resource structure and station management it had among the highest scores. It fared poorly in four composites - participation and networking, governance, program, and financial management. The performance in terms of the highest and lowest scores for specific indicators for Solu FM is given in Table 5.43.

Table 5.43: Highest and lowest scores for Solu FM

Performance Composite	No. of indicators	Particulars	No.	Reference indicators
Participation and ownership	7	Indicators with 100% score	0	None
		Indicators with 0% score	4	1.1, 1.2, 1.4, 1.5
Radio governance	12	Indicators with 100% score	4	2.1, 2.4, 2.5, 2.10
		Indicators with 0% score	8	2.2, 2.3, 2.6, 2.7, 2.8, 2.9, 2.11, 2.12
Radio program	14	Indicators with 100% score	2	3.1, 3.2
		Indicators with 0% score	8	3.4, 3.5, 3.7, 3.8, 3.9, 3.10, 3.13, 3.14
Resource structure and management	7	Indicators with 100% score	4	4.1, 4.4, 4.5, 4.6
		Indicators with 0% score	3	4.2, 4.3, 4.7
Station management	10	Indicators with 100% score	7	5.1, 5.3, 5.4, 5.6, 5.7, 5.8, 5.10
		Indicators with 0% score	3	5.2, 5.5, 5.9
Financial management	7	Indicators with 100% score	2	6.3, 6.6
		Indicators with 0% score	5	6.1, 6.2, 6.4, 6.5, 6.7
Networking	3	Indicators with 100% score	1	7.3
		Indicators with 0% score	2	7.1, 7.2
Total	60	Indicators with 100% score	20	
		Indicators with 0% score	28	

Solu FM was weak in terms of community participation and ownership. The weaknesses include 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 was 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 communicating its decisions and actions to the community.

Composite wise performance of Solu FM



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 was also weak in terms of reviewing programs. The resource structure of the radio largely reflected mobilization of traditional sources, and no systematic effort was made to mobilize resources, despite having a dedicated unit. The radio did not conduct assessments of resource potentials, or plan resource mobilization, and had not made attempts to reduce dependency on few sources.

Generally, the radio was strong in station management. The areas needing improvement were human resource development planning, annual planning, and internal communications. The radio operated its accounts through bank, and published its financial status, but it did not analyze the financial situation and prepare cash flow projections. The radio did not have a policy for financial management. The radio was partnering with other organizations on issues of social transformation but it did not have a clear partnership policy.

³⁶ **Note on the statistical terms:**

Min (minimum): The lowest value in a series of data. In the tables it means the lowest score obtained.

Max (maximum): The highest value in a series of data. In the tables it indicates the highest score.

Mean: The arithmetic average of the scores of 15 radios. Since the scores vary widely, it is not the middle value, and therefore the median has been calculated.

Median: The numerical value separating the higher half of a sample from the lower half. In the tables it is the middle score of the 15 radios - half of them have scored higher than the middle value and other half lower.

Dev. (deviation): Shows the variation from the average (or the mean). In the tables it indicates by how much the scores of radios vary from the mean. A low deviation value means radios are similar in performance and a high deviation value means some radios are more different than others in terms of their performance.

³⁷ **Note on scoring:** The scores of the stations were generally based against evidence as set out in the CR-PAS manual. However, the following adjustments were made during the assessment considering the environment in which the radios operate in Nepal.

* **Indicator 1.1:** Generally most of the radios have defined their community. But when it comes to publicly announcing their community commitment, the radios that have published brochures (and do not necessarily announce it on air) that were accepted as having met the condition.

* **Indicator 1.2:** Nepali law does not require radios to have station membership – most radios consider the members of the licensee organization as their members. Given this, the assessment allotted scores to stations that have encouraged and invited public to be members of the licensee organization.

* **Indicator 1.3:** Related to indicator 1.2. It is difficult for stations to meet the conditions of this indicator. Therefore, the structure of the general assembly of the licensee organization was analyzed and given a score of 2 out of 4. However, two radios had members of the station, in which case they were given the full score.

* **Indicator 1.5:** It was found that most radios did not organize public hearings, and for those that did it was unclear whether they held hearings annually, as required.

* Considering that the practice has been in place at some stations, scores were given if a radio was found to have organized such events.

* **Indicator 1.6:** With regard to volunteers, most radios did not adequately distinguish volunteers (people with expertise who want to provide inputs to their community station) from interns who work for the station to learn (with or without salaries). Therefore, people that the stations said were volunteers were taken to be volunteers for the assessment.

* **Indicator 1.7:** Although this indicator requires two conditions – existence of a functional, structural mechanism for feedback – scores were given if such mechanisms existed. The functionality could not be measured.

³⁸ **Note on scoring:**

* **Indicator 2.2:** The issue is related to indicators 1.2 and 1.3. For the purpose of the assessment the general assembly of the licensee organization was accepted as having fulfilled the requirement of the indicator.

* **Indicator 2.3:** Different stations have different provisions on the formation of the management board. For the assessment, radios were given scores if the office holders were selected as specified in their procedures.

* **Indicator 2.7:** Although the indicator demands circulation of the agenda prior to meetings, the assessment was not able to measure this and therefore was lenient in allotting the scores.

³⁹ **Note on scoring:**

* **Indicator 3.1:** There was some confusion as to what program should be considered news and

information and what was educational. For the purpose of this assessment a general understanding was developed, for example, for deciding which types of programs should be categorized as news and what were current affairs or educational programs, and the scores were assigned accordingly.

* **Indicator 3.2:** The participating stations had suggested the assessment should accept reviews done by the program teams (not by higher authorities representing the station) as qualifying evidence for this, which was not accepted. For qualification the CR-PAS demands evidence of regular (once every four months) program committee meetings, which was not possible to obtain. The timeliness of the meetings was not considered for the scoring.

* **Indicator 3.5:** Some radios presented end-of-program review reports on some of their sponsored programs that were not accepted as having met the CR-PAS requirement for this indicator. Impact surveys should be done at certain intervals after the broadcast of the program.

Indicators 3.7 and 3.10: The indicators demand a mix of content and specify a percentage for any one type of content. However, it is difficult to have such a proportionate mix in each program. An analysis of the program log of consecutive days is required for ascertaining the mix. For the purpose of the assessment, a random check of the content of a few programs was considered sufficient to ascertain the program mix.

⁴⁰ **Note on scoring:**

* **Indicator 4.1:** The indicator demands a focused unit within the station for generating resources but most radios had marketing units entrusted with the function. Although such marketing units did not meet the CR-PAS requirement, they were taken as being adequate for scoring.

* **Indicator 4.2 and 4.3:** The stations had not carried out the systematic resource potential assessments and/or prepared annual resource generation plans. The conditions were not strictly demanded in is assessment and therefore, scores were given to radios that had shown initiatives towards the direction envisaged by the indicators.

* **Indicator 4.4, 4.5 and 4.6:** Precise information demanded by the CR-PAS indicators was not possible to obtain from kind of financial reports the auditors and the radios produced. Moreover, the situation of most stations was very obvious in that they were struggling for funding and resources. Therefore, scores were given to the stations that could show some performance in the direction required by the CR-PAS.

⁴¹ **Note on scoring:**

* **Indicator 5.9:** Although the CR-PAS manual demands pre-determined and circulated agendas for staff meetings, it was not possible to gather evidence for this. Therefore, if a station organized staff meeting regularly it was considered sufficient for meeting the requirement.

⁴² **Note on scoring:**

* **Indicator 6.2:** The assessment made sure that the inventory of goods and equipment existed, but the requirement that the inventory should be regularly inspected and updated was not strictly enforced.

* **Indicator 6.5:** None of the radios had created a reserve fund for equipment replacement, although the depreciation of equipment and vehicles was accounted for in the audit report. The assessment did not accept depreciation as being a reserve fund.

⁴³ **Note on scoring:**

Indicator 7.3: The indicator demands that the radio takes a lead and initiative in collaborative actions for movements with other organizations. Not all collaborations satisfy the requirement of the indicator, but collaborations with or without a lead role of the radio was also regarded as having fulfilled the requirement.

Conclusions and Discussions

6.0 Conclusions and Discussions

The CR-PAS is not intended to be a rating system but a tool that can assist community radios to understand their strengths and weaknesses, and focus efforts on capitalizing on the strengths and improving on the weaknesses. The pilot assessment of 15 community radios suggests that the stations are making efforts to define and re-define themselves to better serve their communities. The assessment also suggests that there are both policy and capacity gaps that are preventing them from evolving in accordance with their vision and mission statements. The findings are comprehensive and provide adequate information for addressing the weaknesses in Nepal's community radio movement.

The pilot assessment has reconfirmed the utility of the CR-PAS as an assessment tool (and for self-assessment by individual stations) and can over time evolve as a sound, evidence-based system for assessing not just community radios but also other types of broadcasters, including television stations. That said, the pilot assessment has also indicated areas in the CR-PAS that need to be revised and updated for making it a tool that is flexible and suited to the local context not just in Nepal but also in other countries.

6.1 Justification of the seven performance composites

The relationship of performance indicators can be a basis for regrouping some of the indicators. In situations where the indicators are strongly related, and if any composite appears to be a good predictor of another, then it may be logical to analyze them together. The correlation values can give some indication on the relationship between composites. The CR-PAS team did a correlation analysis to examine the relations between two potentially related composites; the results are presented in Table 6.1

Table 6.1: Correlation between composites

CR-PAS indicators	Correlation value	Comment
Participation and ownership and Governance	0.650687	Moderate
Participation and ownership and Program	0.171752	Weak
Participation and ownership and Resource structure	0.170706	Weak
Participation and ownership and Networking	0.199793	Weak
Governance and Station management	0.623335	Moderate
Governance and Financial management	0.325523	Weak
Program and Resource structure	0.619321	Moderate
Program and Station management	0.369815	Weak
Program and Networking	0.859646	Strong
Resource structure and Financial management	0.177646	Weak
Resource structure and Networking	0.531012	Weak
Station management and Financial management	0.595914	Weak

The correlation values suggest that a strong relation exists between program and networking (positive correlation value 0.86). In other words, if a radio is strong in networking then there is 86 percent possibility of predicting that it will also come out strong in programs and vice versa. This provides a basis for considering a merger of the two performance composites when the CR-PAS comes up for a review and revision.

The predictability for other variables (composites) was rather low (around 0.50). This shows that the performance composites are independent, and that the performance areas do not overlap. This correlation analysis provides evidence suggesting that the CR-PAS measures unique performance aspects, and justifies a need for measuring the performance based on the composites.

6.2 Interrelationship of performance with other factors

The radios are different from one another in many respects such as the type of promoter organization (NGO or Cooperative), number of years in operation, and the like. The performance score of the radios have also been compared based on these differences.

An analysis of the performance scores shows that there is some relationship and/or influence of type of promoter organization and/on the performance of the radio. Table 6.2 shows that the average overall score of the radios run by cooperatives (51 for 6 cooperative-run radios) was higher than the average of the radios run by NGOs (39 for 9 stations). The score for cooperative-run radios was consistently higher in all composites, which possibly indicates their wider community participation and ownership, better resource structures, financial and station management, among others. Though the relationship could not be proved statistically, it does provide some indication on how different types of

organizations are run and managed and how that could affect overall performance. Further, the higher number of NGO-run stations and the poor performance of many in the group could have also affected the average. Selecting an equal number of participating stations from the two categories in future assessments may assist in making more definitive comparisons.

Table 6.2: Comparative analysis of performance of cooperative- and NGO-run stations

Average scores	Total score	Radios run by	
		Cooperative	NGO
Average of overall total	100	51	39
Average of scores in participation and ownership	20	11	7
Average of scores in governance	15	8	6
Average of scores in program	25	12	10
Average of scores in resource structure	15	9	5
Average of scores in station management	10	6	4
Average of scores in financial management	10	3	3
Average of scores in networking	5	3	3

The correlation between the number of years in operation and the performance score of the radio was weak (0.27). This suggests that radios that have been operating for a longer period 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.

Further, it is often assumed that radios can work better if they have clearly-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 sufficient condition for better performance. For example, Radio Purbanchal, which has a declared commitment to work on women issues and is run by women, did not score very well. Similarly, Radio Jagaran, established for supporting Dalit Rights, and Namobuddha to promote peace and culture, among others, have not performed well. The ones that scored higher had broader objectives and membership.

6.3 Factors important for performance in the composites

In-depth analysis of the performance was not a scope of the assessment. However, some important factors were identified based on the feedback from the focal persons, other radio officials, and observations of the assessors. Following are some factors influencing performance.

6.3.1 Law and policy

Existing law does not define community radios and therefore what the stations have been doing is voluntary. There are certain areas where law and policy can assist the radios for better serving their communities. The law does not require broad community participation. Nor does it demand community involvement and approval of specific aspects of radio operation - it only inquires about the legitimacy of the organization requesting a license. There is also no provision for community radios to enlist members in a manner that is representative of the demography of the audiences served. Therefore, the members of stations (where they exist) have no rights to be able to influence the policies and programs of the stations. Further, owing to the lack of clear, legal definitions of the different types of radios in Nepal, there also gaps in policies needed for supporting specific types of radios.

6.3.2 Ownership

Individual promoters/ advocates or groups run many of the stations ‘for’ the community – it is not the community running the radio for itself. Fear of loss of control among the promoters – because information is power, among others – is one reason why many of the basic policies and systems needed in effective organizations have been either ignored or made ineffective – where they exist.

6.3.3 Organization and management

There seems to be no clarity among promoters about to how to encourage, manage, and involve volunteers to improve participation and ownership at the stations. As it is, the Working Journalist Act remains as a legal impediment that discourages the stations from engaging volunteers. (The law requires media organizations to hire staff rather than engage volunteers, and also to make sure that the staffs are made permanent employees within a certain time period).

They also seemed to have poor understanding of organization and management. Generally, this attitude also reflected in the functioning of the managers/management – evident in their belief that because radios are small organizations they can be run informally. Or, that plans, delegation of authority and results monitoring are not necessary. There also seemed to be lesser interest in documentation of policies, manuals and guidelines that can severely affect institutional memory and growth. Most of the managers/promoters also seemed unaware about over their reliance on a few sources of resources.

6.3.4. Programming

Program grids at the stations seemed to be taken as a one-time plan that could be twiddled when needed rather than a dynamic document that demanded purposeful, regular updating and adjustments. While the grids appeared sound in terms of daily programming, many have room for improvement in terms of mission, vision and community context within which the stations function. The stations did not focus on local music, artists and traditions for both lack of capacity and shortage of funds. 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 than call-ins that they considered adequate.

6.3.5 Other factors

There seems to be an understanding among stations that the broader the geographic coverage and the longer the broadcast hours, the better. However, broader geographic coverage can also limit participation and ownership and longer broadcast hours can extend station resources, given the low level of automation at community stations. Further, owing to increasing competition in broadcasting and the difficulties of raising funds from the market the stations seem to have developed the notion that not catering to the market – and going after commodity advertising – would cause them to fail in resource mobilization. There was also a general understanding that setting up systems and mechanisms for running the stations could increase management costs. There was inadequate understanding that good structures and management can result in better programming, better organizations and better ability to raise resources.

Most of the stations seemed to have failed to realize the power of openness and transparency for winning over community support. Typically they are hesitant to disclose not just the information on their financial status and operational problems but also hesitate even to disclose decisions that could be of interest to their communities. The non-transparent behavior remains a major barrier for winning community support and participation. One station among the 15 stations assessed was hesitant even about sharing its audit reports with the assessors despite its voluntary request to be involved in the assessment.

6.4 Feedback on the CR-PAS Assessment

The research team concludes that the CR-PAS is an effective tool to measure the performance of community radios in Nepal. The aggregate scores clearly show the overall performance situation and the specific indicators show the capacity gaps and strong performance areas at the stations.

The assessment has helped build awareness about the importance of the different indicators. An executive at a station said, “We were proud for our inclusive system, but now we realize that we are very weak in many other areas”. The staffs involved in the assessment said the CR-PAS was a tool that would help provide useful feedback to the management and operators. “It is because of this exercise the board members are becoming more serious about systems and policies,” a focal person said. A member of the board of one of the stations added, “Now the staff will know of their management performance”. These comments are examples of the value of the CR-PAS to different stakeholders at the radio stations.

With regard to the seven performance areas there was some consensus on their utility especially as a guide for attaining a balanced performance. It does provide a basis to focus on all areas that are important rather than focusing on some at the expense of other perfor-

mance areas. Some of the stakeholders said the number of indicators could be reduced for more efficient measurement.

It was very helpful to have a focal person appointed by the station to be a part of the assessment team, as that contributed to building assessment capacity at the station. The external assessor teams of two – one with expertise in financial management and one with an understanding of media and radio – was ideal. The time allocated for assessing one station – two days – was also adequate. The training of assessors, real time and on-line support provided to the assessors by resource persons, and the instant feedback on their work, helped in ensuring uniformity in the assessment.

Recommendations

7.0. Recommendations

The CR-PAS as a tool does have the potential for being developed into a rating system that could be adopted by community radio association or even independent regulating agencies. The assessment framework provides a basis for carrying out an objective assessment and can therefore be developed into a tool for effective regulation of broadcasting when Nepal establishes such a mechanism. The following section presents recommendations resulting from the assessment and the review of secondary literature – particularly, in terms of law and policy. There also are recommendations that could be relevant to development partners and promoters of radios, and those for the radio stations.

7.1 Policymakers

The absence of law and policy is ideal situation for media freedoms but as evident from the assessment, there is clearly a need for comprehensive legislation and policies for regulating the structural and quality issues related to radios in general, and community radios in particular. The key recommendations are:

1. Formulate a comprehensive broadcasting law, incorporating a definition for community radios in consultation with stakeholders and taking into account the CR-PAS recommendations. The CR-PAS assigns the second highest weight to participation and ownership (20%, with the highest 25% for programming) and therefore these are important areas for community radios to concentrate upon. The scores that the stations have acquired under this composite have resulted from their own efforts and not a result of law and policy. In fact, because the law does not define community radio, and member-owned stations, there is no incentive for people to seek memberships because they have no legal rights in the affairs of the station. Therefore, amending the broadcasting law or reformulating a new one to incorporate the

aforesaid issues and others like independent regulation is urgent, and feedback from the CR-PAS assessment can assist the process. This study recommends forming a broad-based committee of lawmakers, media experts, law professionals, government and representatives of community and commercial broadcasters for drafting a comprehensive broadcast law – including the constitutional guarantees – and regulations to replace the Nepal Broadcasting Act.

2. Fix the term for licenses of radios to ensure equal opportunity for all citizens to participate in broadcasting. Such legislation needs to re-examine the licensing provisions for fixing fixed terms for licenses as recommended by the High-level Commission for Media Policy 2006, while special attention should be paid to licensing provisions for radios run by NGOs, cooperatives, academic institutions, local government bodies, and the public broadcaster to ensure a level playing field for all types of broadcasters. Since frequency is a national public resource, the aforesaid arrangements would also be relevant in the context of federalization now being considered.
3. Ensure clear provisions that apply to different types of broadcasters in law as well as regulations and policies. Related to this is the need to differentiate between commercial (or regular broadcasters), public broadcaster and community broadcasters in law and policy. Only this can serve as basis for directing public support to stations that serve the community and public interest and avoid the use of public funds for subsidizing commercial broadcasters.
4. Review the existing distribution of frequencies to ensure that single stations do not have multiple frequencies and same organizations are not operating multiple stations. This can help in assuring access to a wider group of people to broadcasting, and is a commonsensical approach or ensuring equitable distribution of frequencies.
5. Adopt the CR-PAS framework for developing an assessment system for use in regulating broadcasting (after appropriate legislation) and for directing support to community radios. Such a tool can provide an objective basis for targeting public service announcements and public advertising. The CR-PAS framework has the potential for being developed into an assessment tool that could include all broadcasters, including television. An assessment based on the framework should be made mandatory for all stations seeking and receiving public funds.

7.2 Development partners/promoters

Donors and development partners have been instrumental in promoting community radios in Nepal. It was their support, particularly of UNESCO, that made it possible for Nepal to move towards independent broadcasting. Other donors also assisted the expansion of radio. However, donor support to radios has remained ad-hoc and has often been linked to development or programmatic messaging (for peace and stability after 2006, for example) and not based on a broad vision for the development of broadcasting as a sub-sector of the media in Nepal that has the potential for taking relevant information to all citizens. It is recommended that donors:

1. Support the continuation of the CR-PAS assessment at all stations claiming to be community radios as this can provide objective, baseline information on the state of community broadcasting in Nepal. The CR-PAS can provide information on areas that donors can support for building a robust independent, community, broadcasting sub-sector. Such a situation can contribute to effective development messaging.
2. Make the CR-PAS assessment mandatory for community radios seeking donor support (and support from agencies that use national public funds). This can serve as an incentive to individual stations to sign up for the CR-PAS assessment. By doing this, donors can add value to the support they have provided to radio so far and assist the development of a healthy broadcasting sector that is capable of serving the information needs of the people, which is vital for effective development and democratic governance.
3. Support capacity building programs in areas where the stations are weak, as pointed out by the CR-PAS assessment. There is an urgent need for assisting stations in building their organization and management systems and in program production, particularly news, because local news (which is a weakness in some of the assessed stations) is the essence of local broadcasting.

7.3. Individual stations

The just-completed CR-PAS assessment provides an opportunity and a head start to stations that were assessed for beginning work to improve their performance, particularly organizations and programs. The key approach for improving organizations would be to introduce formal systems and procedures because any institution that involves community members can function effectively only in an environment of transparency and predictability. The findings provide information on areas where they can begin work and the CR-PAS indicators provide guidelines on what needs to be done. More specifically, the assessment recommends,

1. Encouraging all community radios or radios that claim to be community radios to voluntarily sign up for a CR-PAS assessment as it can assist them in understanding their strengths, and more importantly the weaknesses for making improvements in terms of organization development, working policies, systems and rules.
2. Focusing urgently on community participation and ownership and financial management. There is an urgent need to focus on expanding community participation because it is a main asset for any community station that seeks to serve the public with news, information and education materials. Once communities are convinced of the utility of relevant information, news and educational materials on their own radio they can provide the stewardship needed for the sustainability of the stations.
3. Establish mechanisms to begin enlisting members. Even though existing ownership rules do not require stations to enlist members and involve them in operations, it is in the interest of the stations to prepare mechanisms for enlisting members because the

members can assure the stations their legitimacy, and provide them the necessary support and strength needed for growth.

7.4. CRSC/NEFEJ

1. Update the CR-PAS using feedback from the pilot assessment. The CR-PAS should be updated using feedback obtained from this pilot assessment with a view of preparing a tool that could eventually be adopted by the independent regulator for regulating broadcasting (when such an institution is formed).
2. Make CR-PAS assessments mandatory for assisting/supporting the development of community radios. The CRSC/NEFEJ should adopt a policy to provide assistance/support and develop partnerships only with stations that voluntarily sign up for the assessments, if not only those that have been assessed. This is because stations that have been assessed commit themselves to meeting the requirements of the composites/indicators that are ideals that all stations that claim to be serving the community/public interest should uphold.
3. Prepare training manuals and tools for use by assessors. Given that Nepal has over 200 community radios there is a need to train a pool of assessors for carrying out CR-PAS assessments when the instrument/tool is rolled out in a larger scale. Such a training manual can help standardize the understanding of the assessors that is needed for generating quality data on community radios in Nepal.

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Annex

9.1 Steering Committee Members

S.N	Name	Organization	Designation	Steering Committee
1	Prof. P. Kharel	Central Department of Journalism and Mass Communication / TU	Professor	Chairperson
2	Mr. Mahendra Guragai	Ministry of Information and Communication	Joint Secretary	Member
3	Prof. Amuda Shrestha	National Women Commission	Member	Member
4	Hon. Gauri Pradhan	National Human Right Commission	Member	Member
5	Hon. Binod Pahadi	Constituent Assembly	Member	Member
6	Mr. Suman Basnet	AMARC Asia Pacific	Coordinator	Member
7	Mr. Shiva Gaunle	Federation of Nepalese Journalist (FNJ)	President	Member
8	Mr. Min Bahadur Shahi	Association of Community Radio Broadcasters Nepal	President	Member
9	Mr. Gopal Guragai	Communication Corner Pvt. Ltd.	Executive President	Member
10	Ms. Apsara Chapagai	Federation of Community Forest Users Nepal (FECOFUN)	President	Member
11	Mr. Krishna Murari Bhandary	Nepal Forum of Environmental Journalists (NEFEJ)	Vice-President	Member
12	Mr. Raghu Mainali	Community Radio Support Centre (CRSC)/NEFEJ	Coordinator	Member Secretary
13	Ms. Terhi Ylikoski	UNESCO, Country Office Kathmandu	Associate Expert Communication and Information Unit	Observer

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