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Positioning Community Radio as a communication tool for development: A study of the role and relevance of community radio for participatory community development in Uttarakhand.

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Abstract

'Community' emerged as a central element in the "Another Development" paradigm which argued that it is at the local community level that the problems of living conditions should be discussed. "Another Development" discourse supported the use of new means of communication for interaction and social action in small-scale settings of community, interest group or sub-culture. Here comes the role of community radio which after initial hiccups has been propagated vigorously by civil society members and organizations including other interest groups in India. Uttarakhand, a small hilly state has seven community radio stations (CRS) run by educational institutions, NGOs or by local community. This study is an attempt to assess the status of community radio broadcasting in Uttarakhand. For CRS assessment, CR-PAS tool as devised by CRSC/NEFEJ with support of UNESCO has been used. Based on intensive interviews of community radio broadcasters and audience of two community radio stations, viz., *Mandakini ki Awaz* and *Kumaon Vani*, this report suggests that Community Radio is yet to emerge as a definite participative community development tool in Uttarakhand. Though, it is gradually picking up and it has great potential to work for developmental issues like environmental preservations, addressing governance issues, culture promotion and preservation, natural disaster management and mitigation etc in this region with active involvement of the community where it is operating.

1. Introduction

When UNESCO began promoting community radio in the 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 (Crispin C. Maslog, 1997)". 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 (Bhattarai and Ojha, 2010):

1. Owned and controlled by people in the community

2. Usually smaller and low-cost

3. Provides interactive two-way communication

4. Non-profit and autonomous, therefore non-commercial

5. Limited coverage or reach

6. Utilize appropriate, indigenous materials and resources

7. Reflect community needs and interests, and

8. Programs or content support community development.

Community Radio is integral to *Communication for Development (C4D)* as endorsed at the 10th Inter-agency Round Table on Communication for Development held in Addis Ababa, Ethiopia, on 12-14 February 2007. The Round Table recommended it as an important tool for the UN system-wide approach to C4D in accelerating progress towards Millennium Development Goals (MDGs). Relatively inexpensive and all-pervasive, Community Radio is a force multiplier

for effective delivery of programmes on health; HIV & AIDS; environment and natural disasters; education; livelihoods; agriculture and rural development; urban development; gender mainstreaming; youth; cultural heritage; capital investment; human rights and the rights of the child; drug abuse prevention and many more. Enhanced with new multimedia technologies, Community Radio becomes an even more useful voice for change and betterment.

In December 2002, the Indian government endorsed legislation enabling what it ambiguously dubbed as community radio. This enabled educational institutions (schools and universities) recognized by the central or state governments to run their own 'community' radio stations. In actual fact, these stations should be more appropriately described as educational or campus radio stations. Ownership of the stations rests with the university. Finally, the 16 November 2006 guidelines included NGOs, Civil Society Organizations (CSOs) and agricultural universities to be eligible to own and run their community radio stations. Challenges, however, remain. In terms of programming, community radio stations (like commercial or private stations) are not allowed to broadcast news. Transmitter and antenna costs remain exorbitant although there have been recent initiatives to bring in more players in this area. While a Community Radio Forum has been formed, it needs to go to scale and enhance membership across the country. It needs to open its horizons through awareness related programmes especially at the grassroots level. All these have raised worrying questions pertaining to equity and inclusiveness. Community Radio helps the remotest communities to integrate into the national and global economies, and the development of knowledge-based economies. Community Radio may improve governance by enabling people to hold local governments to account for delivery of services. It can bring out the best in community participation in development. It may also be used by farmers to negotiate

better prices at local markets, villages to engage in the national economy and citizens to access knowledge on issues and services and even during disasters for disseminating relevant information and also for signaling alarms.

Uttarakhand, a small hilly state has 07 Community Radio Stations (CRSs) being run by NGOs or by local community or by educational institutions. These are Kumao Vani (Mukteshwar, Kumao region), Henval Vani (Chamba, Tehri Garwal), Mandakni Ki Awaz (Bhanoj, Rudraprayag), Janvani (G.B.Pant Agriculture University, Udham Singh Nagar), Radio Khushi (Mussorie), Radio Zindagi (Graphic Era Univ, Dehradun) and Himgiri Zee Radio (Himgiri Zee Univ, Dehradun). Out of 07 CRS, 04 are in hilly areas and 03 are in plains. This study is primarily aimed at assessing the functioning of these CRSs so as to analyze and understand their usefulness for participative community development in Uttarakhand.

Objectives of the study

The broad objectives of this study are as follows:

1. To assess the usefulness of community radio broadcasting in addressing development needs and issues of a community where it is operated.

2. To know the strengths and weaknesses in respect of community radio broadcasting in Uttarakhand?

3. To understand the level of community participation in community broadcasting and also to know the role of community radio in giving impetus to participative development.

4. To know whether community radio can be a better communication tool for disaster management/mitigation in a state like Uttarakhand?

Methodology

The methodology used is *Case Studies* and the tool used is *"Community Radio Performance Assessment System (CR-PAS, 2008)"* developed by the Community Radio Support Centre (CRSC)/ Nepal Forum of Environmental Journalists (NEFEJ) under the aegis of UNESCO. 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 for assessing the performance of Community Radio Stations (CRS) and is intended to be a practical tool that the CRS could eventually adopt for continuous self-assessment. All indicators as defined under CR-PAS tool have been used in this study, however some modifications under different composites have been made keeping in view the research objectives and the conditions under which Community Radio Stations operate in Uttarakhand.

2. Literature and resource review

In terms of production, management, as well as for reception, Radio is a highly affordable medium. It is a medium of illiterates also. Because of its wide-spread reach and access, it can very well be said to be a people's medium. All over the developing nations, radio has a proven track record of being a catalyst for social change (Girard, 1992; Dagron, 2001). These characteristics of radio make it a community medium as well. Community radio stations (CRSs) are coming up and are being used for development in a substantial way. Tabing (2002, p.9) defines a community radio station as 'one that is operated in the community, for the community, about the community and by the community'. According to Tabing, 'the community can be territorial or geographical – a township, village, district or island and can also be a group of people with common interests, who are not necessarily living in one defined territory'. Thus community radio may be owned and managed by one group or by combined groups. It could also be controlled and run by people such as women, children, farmers, fisher folk, ethnic groups, or senior citizens. Tabing points out that a high degree of people's participation, both in management and programme production distinguishes community radio from other media. Moreover, the principal sources of support for community radio operations are individual community members and local institutions.

Distinct from the other two forms of broadcasting, the public and the commercial, community broadcasting is a non-profit service. Community radio is a social process in which members of a community federate to design and produce programmes, and air them (Fraser and Restrepo-Estrada, 2001). Community radio is thus characterized by access, public participation in production and decision making, management by listeners, and its operations rely mainly on the

community's own resources. This involvement of community members distinguishes it from the dominant state and/or commercial stations that are operated for profit, propaganda, power, politics and privilege but are neither accountable nor accessible to the public. Community radio works as a cultural broadcast mechanism that adapts perfectly to reflect the interests and needs of the community it serves and offers marginalized sections an opportunity to express themselves socially, politically and culturally. Community radio is recognized by AMARC (World Association of Community Broadcasters) as a unique contribution to media pluralism and an ideal means of fostering freedom of expression, development of culture and identity, and active participation in local life. Multiple features of community radio can be summed up as stated by AMARC's (1995) members:

> Community radio, rural radio, cooperative radio, participatory radio, free radio, alternative, popular, educational radio. If the radio stations, networks and production groups that make up the World Association of Community Radio Broadcasters refer to themselves by a variety of names, then their practices and profiles are even more varied. Some are musical, some militant and some mix music and militancy. They are located in isolated rural villages and in the heart of the largest cities in the world. Their signals may reach only a kilometer, cover a whole country or be carried via short wave to other parts of the world. Some stations are owned by not-for-profit groups or by cooperatives whose members are the listeners themselves. Others are owned by students, universities, municipalities, churches or trade unions. There are stations financed by donations from listeners, by international development agencies, by advertising and by governments.

Community communications and participative model of development is based on an emergence of "Another Development" perspective (Servaes, 1995) which emphasized alternative communication system and media practices. The stress was on inclusive forms of participation of people in the economy, political system and media within a particular area. 'Another Development' perspective evolved as a critique of, and an alternative to, the modernization and

dependency theories, which influenced development communication paradigms until the late 1970s (Servaes, 1995). Modernization theorists advocated a universal model of development on the lines of those in Western European counties and North America. Dependency theorists put forward the transitional and structural conditions needed to eliminate under-development. Both modernization and dependency theorists were on two extremes of a psychological warfare that characterized the cold war period.

'Community' emerged as a central element in the "Another Development" paradigm which argued that it is at the local community level that the problems of living conditions are discussed, and interactions with other communities and outside groups and institutions are elicited (Melkote, 1991). Therefore, it highlighted the critical role of local participation in development and demanded that participatory decision-making strategies be encouraged in the design and implementation of development programmes. For this purpose, communication systems were seen as a means for those local groups to seriously consider development initiatives and desires, and elicit participations. Therefore, the stress was on inclusive forms of participation in the economy, political system and media within the communities. The nation state in this case is considered to be consisting of any number of individual communities. The mainstream media which are usually associated with the concept of nation state were generally left out in support of small and alternative media. Thus, 'Alternative Development' approach to development communication recognized two key elements, viz., *'two-way process of communication'* thereby emphasizing interactive nature of communication in contrast to linear form of communication under the modernization paradigm and *'participation of community'*. It was widely believed that participatory approach could help in the "development of a community's cultural identity, act as a vehicle for people's self-expression, or serve as a tool for diagnosis of a community's

problems" (Melkote, 1991). While fewer efforts were made to define participation, the exact nature and role of communication in "Another Development" were believed to depend on normative goals and standards set by the host communities to ensure participation. The participation, access and self-management define uses of communication media that include two-way communications as "community communication" or "community media" (Berrigan, 1979).

"Another Development" discourse supported the right to relevant local information, the right to answer back and the right to use the new means of communication for interaction and social action in small-scale settings of community, interest group or sub-culture. In the place of uniform, centralized, high-cost, commercialized, professionalized or state-controlled media it encouraged multiple, small-scale, local, non-institutional, committed media which link senders to receivers and also favour horizontal patterns of interaction (Mc Quail, 1994). Thus, the belief that the community should become the focus of development communication was strengthened.

As per information given on Ministry of Information and Broadcasting official website, the number of operational Community Radio Stations (CRS) in India as on 10/10/2014 stands at 176. However, not many experts are impressed with these figures. "This is a drop in the ocean. We have the potential to accommodate around 4,000-5,000 CRS in the country. Also, this upsurge is benefitting whom? Most of them are from the educational sectors and not from the civil society. We needed the NGOs and voluntary organizations to flourish, who really work for the community but unfortunately, this has not happened," says Vinod Pavarala, UNESCO Chair on Community Media, University of Hyderabad. In fact, going by the official ministry data, most of the CRS belong to the educational sector, state agricultural universities, Krishi Vigyan Kendras and NGOs. It may be noted that only these four sectors are allowed to set up community radio stations in India. Another problem is the involvement of multiple ministries when it comes

to granting licences to CRS in India. Till now, the government has shown reluctance to open these CRS in 'conflict zones' like Jharkhand and Chhattisgarh which are 'Naxal prone areas'. "By barring the people of these areas of information, they are actually helping the extremists. When people lack access to information, chances are more that they will get inclined to the extremists' views. In fact, we need more CRS in these areas." says Pavarala who is spearheading the struggle for freedom of CRS in the country (Retrieved from http://www.deccanherald.com/content/259324/community-radio-takes-tentative-steps.html).

3. Community radio for participative community development in Uttarakhand: An assessment

For gathering relevant information pertaining to different indicators under CR-PAS and to elicit relevant information pertaining to the research questions, in-depth interviews of community radio broadcasters and audience of two Community Radio Stations in the state of Uttarakhand, viz., *Mandakini ki Awaz* and *Kumaon Vani* were conducted. For each CRS, 05 broadcasters (preferably full time) and 50 audience members have been interviewed by administering interview schedules.

CR-PAS performance areas and indicators have been shown in Table-A and Table-B below:

Table – A

CR – PAS composites and indicators

Performance areas (Composites)	Total 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

Table – B

CR-PAS evaluation categories and qualifying points

Category	Points
Endeavouring 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

Source: *Community MHz: Assessing Community Radio Performance in Nepal A Pilot Assessment of 15 Stations*. Published by Community Radio Support Center (CRSC)/ Nepal Forum of Environmental Journalists (NEFEJ) with the Support of UNESCO, Kathmandu, pp. 37-38.

Findings and Discussion

The findings of the study are based on intensive interviews of community radio broadcasters and audience of two community radio stations in Uttarakhand, viz., *Mandakini ki Awaz* and *Kumaon Vani* using CR-PAS tool.

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 Uttarakhand and the interpretations of the different terminologies in the indicators.

Table- 1: Performance in terms of participation and ownership

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
1.1	The radio has defined, and publicly announced, its community for broadcasting	02	2	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.	02	2	0
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.	04	0	0
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.	02	0	0
1.5	Radio organizes at least one public hearing each year in different locations/clusters of the targeted geographic area.	03	0	0
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	03	3	3

	which is assessed in routine review meetings.			
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.	04	4	4
	Total	**20**	**11**	**09**

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 conditions in which the radios operate in Uttarakhand:

Indicator 1.1: The CRSs 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) were accepted as having met the condition.

Indicator 1.2: Scores have been given to that CRS which has started seeking membership.

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.

Observations: It may be observed in the above findings that none of the stations scored any point in indicators 1.3, 1.4 (deciding membership fees through community consultations) and 1.5 (a system for community involvement) which are imperatives for community participation and ownership and also for sustainability of any community radio. However, it's satisfying to

observe that both the CRSs have met the condition as enunciated in indicator 1.1 which implies that community have been clearly defined by respective CRSs.

Kumao Vani, a Community Radio Station in Mukteshwar, Uttarakhand

Performance in radio governance

This composite has 15 out 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- 2: Performance in terms of governance

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
2.1	A separate guideline for radio operation is prepared in participation, consultation and involvement of stakeholders and it is followed in practice.	01	1	1
2.2	General assembly of radio takes place at specified time and intervals.	01	0	0
2.3	Office holders in the management board are selected following a democratic election process.	01	1	1
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.	01	1	1
2.5	Different committees are formed according to the defined organization structure.	02	1	1
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.	01	1	1
2.7	Radio management board meeting takes place with a pre-determined agenda regularly as specified in the calendar of operation.	01	1	1
2.8	Plan is formulated based on vision, mission and strategies, and it is in implementation.	02	2	2
2.9	Annual work plan is approved with budget for line items and work is being done accordingly.	01	1	1

2.10	A system is developed, and is functional, to inform the public about the policies and decisions within 24 hours of their adoption.	01	0	0
2.11	Radio discloses its accounts and financial status to the public at least twice a year.	01	1	0
2.12	Radio has adopted a policy on inclusion and positive discrimination and work is being done accordingly.	02	1	1
Total		**15**	**11**	**10**

The following adjustments in CR-PAS indicators were made during the assessment:

Indicator 2.5: Since there is defined responsibility for different functionaries and decisions regarding management and operation of CRS are taken collectively, half of the total score has been given even if committees are not in place.

Indicator 2.6: The CRS, *Mandakini Ki Awaz* became officially operational in September, 2014. Since it has 'Code of Conduct' defined in its manual, score has been awarded.

Indicator 2.12: Though there's no defined mechanism as envisaged in this indicator, yet half of the total score has been given because some form of community participation mechanism is illustrated in their working manual.

Observations: It may be observed in the above findings that none of the CRSs scored any point in indicators 2.2 and 2.10 which shows that radio governance mechanism doesn't include community in a substantial manner. However, requirements as envisaged in indicators 2.1, 2.3, 2.4, 2.5, 2.6, 2.7 and 2.8 have been met by both the CRSs which show that the radios are moving towards good governance model.

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.

Table- 3: Performance in radio programme

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
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.	02	2	2
3.2	Radio holds a review meeting at least once every four months for taking program decisions, monitoring, and for improvement.	02	2	2
3.3	Radio has announced its program code of conduct and carries out an assessment of the same at review meetings.	02	2	2

3.4	Radio has publicly called for stakeholder suggestions and revises program schedules (grid) at least twice a year with their involvement.	03	0	0
3.5	Radio carries out impact survey of its programs.	01	0	0
3.6	With regard to news and information programs the news policy has clearly specified the proportion of content in terms of subject like disaster management and mitigation, and is assessed at review meetings.	02	0	0
3.7	With regard to news and information programs less than 20 percent of the total time is given to any subject (for e.g. , disaster management and mitigation) out of the total time available for news and information	01	0	0
3.8	With regard to news and information programs the station itself produces and broadcasts 100% of the news bulletins	02	2	2
3.9	Educational program policy has clearly specified proportion of content (such as ideological/ theoretical, technical, practical, good practices) and is assessed at review meetings	02	0	0
3.10	With regard to educational program less than 20 percent of the total time is given to any subject (for e.g. , disaster management and mitigation), of the total time for news and information materials	01	0	0

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	02	2	2
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	02	2	2
3.13	With regard to musical programs at least 25 percent is produced and broadcast in local languages	02	2	2
3.14	With regard to musical programs radio has set aside broadcast time for programs in the local languages proportionate to the population (served)	01	1	1
Total		**25**	**15**	**15**

The following adjustments were made during the assessment:

Indicator 3.1: Information and educational programmes were clubbed together for assessment because it was becoming difficult to distinguish them.

Indicators 3.6, 3.7 and 3.10: Scores have been given based on random check of the content and as informed by respective CRS management. Since CRS role in disaster management and mitigation is also being assessed, it has been included in the indicators and given scores as per information gathered.

Indicator 3.8: Indian laws don't permit CRSs to produce their own news. All news items have to be taken from All India Radio (AIR), the public service broadcaster in India. Though, CRSs may

translate news items into local languages ensuring that meanings and interpretations of news items do not change. Keeping this in mind and because of the fact that informative programmes are all in-house, total score has been awarded to both the CRSs.

Observations: It may be observed in the above findings that both the CRSs balanced proportion of information-education and entertainment components in their programmes. Moreover, local languages have been given due importance. However, some major drawbacks in programming and programme content have also been observed. The CRSs have not yet publicly called for stakeholders' suggestions and have not revised their programme schedules accordingly. This is not in consonance with basic tenets of community broadcasting. Some feedback mechanism is in place but no impact survey has been conducted so far. It is also obvious in the findings that the CRSs have not been contributing in disaster management and mitigation, which should be a priority area of community broadcasting in a state like Uttarakhand which is prone to natural disasters.

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.

Mandakini Ki Awaz, a Community Radio Station in Bhanoj, Rudraprayag, Uttarakhand

Table- 4: Performance on resource structure and management

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
4.1	A separate unit is created for resource mobilization, and it is functional.	02	0	0
4.2	Radio has assessed local resource potentials and has prepared annual plan for resource mobilization.	02	0	0
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.	03	0	0
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.	02	2	2
4.5	No single source (individual or organization or company) has more than 15% shares in the radio's total income from operations.	02	0	0

4.6	The income from innovative and creative sources is increasing compared to the average income from such sources during the three years.	03	0	3
4.7	Radio carries out an assessment of the structure of its resource and its mobilization status at least once every three months.	01	0	1
	Total	**15**	**2**	**6**

The following adjustments were made during the assessment:

Indicators 4.3, 4.6 and 4.7: Precise information demanded by the CR-PAS indicators was not possible to obtain from the kind of financial reports the CRSs produced. However, scores were given to the station that could show some performance in this direction required by the CR-PAS.

Observations: It may be observed in the above findings that CRSs have not performed well on resource structure and management. The CRS, *Mandakini ki Awaz* failed to score even the minimum desirable score, i.e., 5 under this composite; this may have happened because this CRS started functioning formally from September, 2014 only. Both CRSs need to engage in substantial effort for resource mobilization and management as envisaged in the CR-PAS.

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.

Table- 5: Performance in station management

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
5.1	A written manual for station management is prepared and used.	01	1	1
5.2	A written human resource development plan exists.	01	1	1
5.3	Radio has defined station management (departmental) structure, division of work, authority and responsibility.	01	1	1
5.4	Staff members (and volunteers) at the station are provided appointment letters clearly specifying responsibility, authority, and compensation.	01	1	1
5.5	The radio is operating according to annual plans prepared in at least three aspects – program, physical resource mobilization, and human resource development.	01	1	1
5.6	A routine schedule for equipment maintenance is prepared and is in use.	01	1	1
5.7	A written system is developed and is implemented in practice for providing incentives and opportunities to staff based on performance assessment.	01	0	0
5.8	Personal files of staff members are maintained.	01	1	1
5.9	Staff meeting takes place with predetermined agenda, regularly and as specified in the calendar of operations.	01	1	1

5.10	Review and assessment of decisions of previous staff meetings is done.	01	1	1
Total		**10**	**9**	**9**

The following adjustments were made during the assessment:

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.

Observations: It may be observed in the above findings that the stations are doing good in station management. Both the CRSs are being supported by established organization, *Mandakini Ki Awaz* by Peoples Power Collective (PPC) and *Kumao Vani* by The Energy and Resource Institute (TERI) --- this may be one reason for good performance in station management. It is hoped that this will continue and be strengthened in future.

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.

Table- 6: Performance in financial management

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
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.	02	1	1
6.2	Inventory of goods and equipment are maintained, are inspected and periodically and updated regularly.	01	1	1
6.3	Bank account is opened in the name of the radio and financial transactions are done through the account.	02	2	2
6.4	Cash flow plan is prepared and is effectively used.	01	1	1
6.5	Depreciation of equipment, machinery and vehicles is accounted for, and a reserve fund for the equipment replacement is created.	02	2	0
6.6	Radio publishes the status of its monthly incomes and expenditures.	01	1	0
6.7	Radio analyzes its financial situation every month.	01	1	1
	Total	**10**	**9**	**6**

The following adjustments were made during the assessment:

Indicator 6.1: Though financial policy is not as clear as CR-PAS demands, yet half of the total score has been given because some sort of financial policy is in place.

Observations: It may be observed in the above findings that CRSs have been performing reasonably well in financial management. This, again, has been possible because these CRSs are being supported by established organization, viz., Peoples Power Collective (PPC) and The Energy and Resource Institute (TERI). However, *Kumao Vani* needs to improvise its performance in financial management.

Performance in networking

This composite has 05 out of the total 100 points and has 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.

Table- 7: Performance in networking

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
7.1	A clear policy with regard to participating in networks is developed and it is refined/improved periodically.	01	0	0
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.	02	1	2
7.3	Radio is pro-actively engaged in movements for social transformation in collaboration with different communities and organizations.	02	1	1
	Total	**05**	**2**	**3**

The following adjustments were made during the assessment:

Indicator 7.2: As of now, the CRS, *Mandakini Ki Awaz* is being supported by Peoples Power Collective (an NGO) for capacity building and for finances. But no other network has been explored so far. Therefore, half of the total score has been given to this CRS.

Indicator 7.3: Some efforts as envisaged under this indicator have been made but more significant efforts are required. Therefore, half of the total score has been given.

Observations: It may be observed in the above findings that the performance of CRSs in networking has been satisfactory. Though some definite policy with regard to networking is yet to be devised and implemented by the CRSs.

Table – 8: Overall scores of CRS.

Composites	PO	RG	RP	RS&M	SM	FM	N	Total	CR-PAS Category
Total Score Minimum Required	20 7	15 5	25 8	15 5	10 4	10 4	5 2	100 35	
Kumao Vani	*09*	*10*	*15*	*6*	*9*	*6*	*3*	*58*	*Progressing community radio*
Mandakini Ki Awaz	*11*	*11*	*15*	*2*	*9*	*9*	*2*	*59*	*Progressing community radio*

PO: Participation and ownership; RG: Radio governance; RP: Radio programs; RS&M: Resource structure and management; SM: Station management; FM: Financial management; N: Networking

Based on overall scores under seven composites as above, both CRSs can be put under the category -- 'Progressive Community Radio'. This implies that the CRSs have been performing but many more steps are expected to be accomplished so that they could become model community radios.

4. Summary and suggestions

Based on findings gathered during this field assessments, it can be summarized that the CRSs, *Mandakini Ki Awaz* and *Kumao Vani* are making efforts to serve their communities and for addressing their developmental needs like health, hygiene, governance etc besides preserving language and culture of the region. However, one important component of programming, i.e., 'disaster management and mitigation' is surprisingly missing from programme content/schedule of both the stations. It was also observed during field study that there existed inadequate understanding about the fact that good structures and management can result in better programming, better organization and better ability to raise resources. Both the stations seemed to have failed to realize the power of openness and transparency for winning over community support. Moreover, 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.

Based on this study, it can be suggested that community radios in Uttarakhand must focus on community participation and ownership and more on financial management if they wish to make themselves a viable, vibrant and real community broadcasting entities. There is an urgent need to focus on expanding community participation because it is the 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. Secondly, the community radios should establish some sort of mechanism to begin enlisting members because the members can assure the stations their legitimacy, and provide them the

necessary support and strength needed for growth. Thirdly, the community radios must incorporate 'disaster management and mitigation' in some manner in their fixed point charts (programme broadcast schedules) and in their programme content. They should also network with governmental agencies and institutions working in this field in Uttarakhand. Keeping in view the terrain and topography of the region where the community radios are operating, this becomes imperative for them so that the community they are addressing could realize their utility and importance, thereby enhancing their interest and participation in community radio broadcasting in Uttarakhand.

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School of Communication
Doon University, Dehradun

Interview schedule for the UGC sponsored research project titled – **Positioning Community Radio as a communication tool for development: A study of the role and relevance of community radio for participatory community development in Uttarakhand.**

(For Community Radio audience)
To be filled by the administrator

1. **Demographics**
   a. Name:

   b. Age:

   c. Gender:

   d. Educational status:

   e. Income (give a range):

   f. Whether from BPL:

   g. Occupation:

   h. Region from which you belong (plains/hills):

2. **Ownership & Management**

   a. Which CRS you listen to:

   b. Position held/attachment with the CRS:

c.   Full time or part-time attachment:

d. As per your knowledge, who owns this CRS?

e. As per your perception, is there any defined objective of this CRS?
………………………………………………………………………………
If yes, specify……………………….

f. Persons/groups/institutions etc. instrumental in deciding the CRS objective:
……………………………………………………………………………………
…………………………………………………………………………………
g. Who provides funds for operating this CRS?
……………………………………………………………………………………
…………………………………………………………………………………

h. Any knowledge of funds shortage encountered by the CRS.
Yes ☐   No ☐
If yes, please specify……………………………………………………………

i. Does this CRS broadcast commercials?

Yes ☐   No ☐

j. Have you ever sent your advice or participated in deciding the Fixed Point Chart (FPC) for broadcast?

……………………………………………………………………………….

3. Participation in management of CRS & programme production.

a. What do you know about the role of community in operation & management of this CRS?
....
....
b. Do you give any sort of fee/funds for running this CRS?
....
c. Is there any designated position meant for members of the community?
Yes ☐   No ☐

If yes, please specify……………………………………………………………

d. Is there any role of community in determining broadcast schedule of CRS?

Yes ☐   No ☐

e. Do you or the members of community participate in programme production?

Yes ☐   No ☐

4. Programme Content

a. What are the broad areas covered in this CRS broadcast?

………………………………………………………………………………

………………………………………………………………………

………………………………………………………………………………

……………………………………………………………………….

b. Is there any particular programme targeting some defined audience (based on language/occupation/gender/age group etc)?

Yes ☐   No ☐

If yes, please specify………………………………………………………….

c. Have you ever ask for some particular issue/subject to be incorporated in programme content?

Yes ☐   No ☐

If yes, please specify……………………………………………………………

d. What's the radio of information/education and entertainment in programme content? (approximate)

……………………………………………………………………

e. Which type(s) of programme has/have greater appeal?

……………………………………………………………………

f. Is there any entertainment programme aimed at development of community?

Yes ☐   No ☐

If yes, please specify………………………………………………………….

5. Uses of community radio in natural disaster mitigation & management

a. Do you recall any instance when your CRS broadcast early warning as regards some natural disaster (cloudbursts, landslide, floods, storms etc.)

…………………………………………………………………………………………………

…………………………………………………………………………………………

b. What did your CRS do during 2013 Uttarakhand disaster in your region?

....

....

…………………………………………………………………………………………………

………………………………………………………………………………………………..

…………………………………………………………………………………………………

………………………………………………………………………………………………..

c. Any advice to CRS broadcasters for mitigation and management of such disasters.

…………………………………………………………………………………………

…………………………………………………………………………………………………

6. Feedback mechanism

a. Do the CRS management seek feedback from you?

Yes ☐   No ☐

If yes, please specify……………………………………………………………………

………………………………………………………………………………………………..

b. Do the information gathered through feedback are taken into consideration while creating programme content?

Yes ☐   No ☐

If yes, give some specific example…………………………………………………...

………………………………………………………………………………………………..

7. Impact assessment of programmes

a. Can you give a specific example when this CRS broadcast impacted governance (for eg. PDS, health schemes, financial benefit to the poor/elderly/BPL persons etc.)

…………………………………………………………………………………………………

…………………………………………………………………………………………………..

…………………………………………………………………………………………………

…………………………………………………………………………………………………..

b. How do you see this CRS as a tool for community development?

…………………………………………………………………………………………
………………………………………………………………………………..

c. Do you think that the community participation is up to a desired level in this CRS programme production, participation & management?

Yes ☐ No ☐

If yes, how……………………………………………………………………
………………………………………………………………………………….

If no, what are your suggestions to improve it?
………………………………………………………………………………..
………………………………………………………………………………….
………………………………………………………………………………….

Signature of the respondent

Contact details:

Name and signature of the administrator

Date:

School of Communication
Doon University, Dehradun

Interview schedule for the UGC sponsored research project titled – **Positioning Community Radio as a communication tool for development: A study of the role and relevance of community radio for participatory community development in Uttarakhand.**

(For Community Radio Broadcasters)
To be filled by the administrator

Name:

Age: Gender:

Education:

Occupation:

Name of the Community Radio Station (CRS) to which attached:

Location of CRS:

Position held at CRS:

Full time *or* part-time attachment with the CRS:

----

1. **Ownership & Management**

   a. Who owns this CRS?

   b. Has your CRS taken formal license from Govt.
      Yes ☐   No ☐

If yes, did you face any difficulty in obtaining license for establishing and operating this CRS?

…………………………………………………………………………………

c. Is there any defined objective?

…………………………………………………………………………………

If yes, specify…………………………….

d. Persons/groups/institutions etc. instrumental in deciding your CRS objective:

………………………………………………………………………………………

………………………………………………………………………………

e. Who provides funds for operating this CRS?

………………………………………………………………………………………

………………………………………………………………………………

f. Funds shortage encountered.

Yes ☐   No ☐

If yes, please specify………………………………………………………

g. Do you broadcast commercials for funding/revenue generation?

Yes ☐   No ☐

h. Who finalizes Fixed Point Chart (FPC) for your broadcast?

………………………………………………………………………………….

2. Target Audience

a. What is your CRS radial broadcast range?

………………………………………………………………………………….

b. Is your audience defined?

Yes ☐   No ☐

If yes, specify based on age group, gender, ethnic group/language group, vocation etc.

…………………………………………………………………………………..

3. Community participation in management of CRS & programme production.

a. What's the role of the community in operation & management of your CRS?

....

....

b. Do the community for which broadcast is made give any sort of fee/funds for running this CRS?

....

c. Is there any designated position meant for members of the community?

Yes ☐   No ☐

If yes, please specify…………………………………………………………

d. Is there any role of community in determining broadcast schedule of CRS?

Yes ☐   No ☐

e. Do the members of community participate in programme production?

Yes ☐   No ☐

4. Programme Content

a. What are the broad areas covered in your programmes?

………………………………………………………………………………………

…………………………………………………………………………………

………………………………………………………………………………………

………………………………………………………………………………….

b. What are the factors which are taken into consideration while deciding programme content?

………………………………………………………………………………………

…………………………………………………………………………………

………………………………………………………………………………………

………………………………………………………………………………….

c. Is there any particular programme targeting some defined audience?

Yes ☐   No ☐

If yes, please specify………………………………………………………….

d. Do the audience ask for some particular issue/subject to be incorporated in programme content?

Yes ☐   No ☐

If yes, please specify…………………………………………………………

e. What's the radio of information/education and entertainment in programme content? (approximate)

……………………………………………………………………

f. Which type(s) of programme has/have greater appeal?

……………………………………………………………………

g. Is there any entertainment programme aimed at development of community?

Yes ☐   No ☐

If yes, please specify……………………………………………………….

5. Uses of community radio in natural disaster mitigation & management

a. Do you recall any instance when your CRS broadcast early warning as regards some natural disaster (cloudbursts, landslide, floods, storms etc.)

………………………………………………………………………………………

………………………………………………………………………………

b. What did your CRS do during 2013 Uttarakhand disaster?

....

....

c. Do your CRS plan to have any sort of initiative/action plan w. r. t. natural disaster mitigation & management keeping in view the topography & climate of Uttarakhand.

………………………………………………………………………………………

……………………………………………………………………………….

………………………………………………………………………………………

……………………………………………………………………………….

d. Did any govt. agency seek your help for disaster mitigation & management?

Yes ☐   No ☐

If yes, please specify

…………………………………………………………………………

…………………………………………………………………………………

6. Feedback mechanism

a. Is there any feedback mechanism?

Yes ☐   No ☐

If yes, please specify……………………………………………………………

……………………………………………………………………………….

b. Do the information gathered through feedback are taken into consideration while creating programme content?

Yes ☐   No ☐

If yes, give some specific example…………………………………………...

…………………………………………………………………………………..

7. Impact assessment of programmes

a. Is there any impact study done?

Yes ☐   No ☐

If yes, put a summary…………………………………………………………...

………………………………………………………………………………..

b. Can you give a specific example when your broadcast impacted governance (for eg. PDF delivery, health schemes, financial benefit to the poor/elderly/ BPL persons etc.)

………………………………………………………………………………………

…………………………………………………………………………..

………………………………………………………………………………………

…………………………………………………………………………..

c. How do you see your CRS as a tool for community development?

………………………………………………………………………………………

…………………………………………………………………………..

d. Do you think that the community participation is up to a desired level in your CRS programme production, participation & management?

Yes ☐   No ☐

If yes, how…………………………………………………………………

……………………………………………………………………………….

If no, how do you plan to improve it?

…………………………………………………………………………………..

…………………………………………………………………………………

…………………………………………………………………………………

…………………………………………………………………………………

Signature of the CRS broadcaster

Contact details:

                         Name and signature of the administrator

                         Date:

Communicator

Community Radio for Participative Development

Community Radio: A Tool to Communicate Health and
Nutrition Challenges of Women

Virtual in the Domestic: Social Change and Structural
Integration of New Media

Anonymous Sources in the Newspapers

The Journal of
the Indian Institute of
Mass Communication

Contents

COMMUNITY RADIO

FOR

PARTICIPATIVE DEVELOPMENT

IN

UTTARAKHAND

➤

AN ASSESSMENT

➤

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——————— **Abstract** ———————

'Community' emerged as a central element in the
"Another Development" paradigm, which argued
that it is at the local community level that the
problems of living conditions should be discussed.
"Another Development" discourse supported the use
of new means of communication for interaction and
social action in small-scale settings of community,
interest group or sub-culture. Here comes the role of
community radio which after initial hiccups has been
propagated vigorously by civil society members and
organizations including other interest groups in India.
Uttarakhand, a small hilly state has seven community
radio stations (CRS) run by educational institutions,
NGOs or by local community. This study is an attempt
to assess the status of community radio broadcasting
in Uttarakhand. For CRS assessment, CR-PAS tool as
devised by CRSC/NEFEJ with support of UNESCO has
been used. Based on intensive interviews of community
radio broadcasters and audience of two community
radio stations, viz., *Mandakini ki Awaz* and *Kumaon
Vani*, this study suggests that Community Radio is
yet to emerge as a definite participative community
development tool in Uttarakhand.

When UNESCO began promoting community radio in the 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" (Maslog, 1997). 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 (Bhattarai & Ojha, 2010):

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

Community Radio is integral to Communication for Development (C4D) as endorsed at the 10th Inter-agency Round Table on Communication for Development held in Addis Ababa, Ethiopia, on 12-14 February 2007. The Round Table recommended it as an important tool for the UN system-wide approach to C4D in accelerating progress towards Millennium Development Goals (MDGs). Relatively inexpensive and all-pervasive, Community Radio is a force multiplier for effective delivery of programmes on health; HIV and AIDS; environment and natural disasters; education; livelihoods; agriculture and rural development; urban development; gender mainstreaming; youth; cultural heritage; capital investment; human rights and the rights of the child; drug abuse prevention and many more. Enhanced with new multimedia technologies, Community Radio becomes an even more useful voice for change and betterment.

In December 2002, the Indian government endorsed legislation enabling what it ambiguously dubbed as community radio. This enabled educational institutions (schools and universities) recognized by the central or state governments to run their own 'community' radio stations. In actual fact, these stations should be more appropriately described as educational or campus radio stations. Ownership of the stations rests with the university. Finally, the 16 November 2006 guidelines included NGOs, Civil Society Organizations (CSOs) and agricultural universities to be eligible to own and

culture of the region. However, one important component of programming, i.e., 'disaster management and mitigation' is surprisingly missing from programme content/schedule of both the stations. It was also observed during field study that there existed inadequate understanding about the fact that good structures and management can result in better programming, better organization and better ability to raise resources. Both the stations seemed to have failed to realize the power of openness and transparency for winning over community support. Moreover, 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.

Based on this study, it can be suggested that community radios in Uttarakhand must focus on community participation and ownership and more on financial management if they wish to make themselves a viable, vibrant and real community broadcasting entities. There is an urgent need to focus on expanding community participation because it is the 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. Secondly, the community radios should establish some sort of mechanism to begin enlisting members because the members can assure the stations their legitimacy, and provide them the necessary support and strength needed for growth. Thirdly, the community radios must incorporate 'disaster management and mitigation' in some manner in their fixed point charts (programme broadcast schedules) and in their programme content. They should also network with governmental agencies and institutions working in this field in Uttarakhand. Keeping in view the terrain and topography of the region where the community radios are operating, this becomes imperative for them so that the community they are addressing could realize their utility and importance, thereby enhancing their interest and participation in community radio broadcasting in Uttarakhand.

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Indicator 7.2: As of now, the CRS, *Mandakini Ki Awaz* is being supported by Peoples Power Collective (an NGO) for capacity building and for finances. But no other network has been explored so far. Therefore, half of the total score has been given to this CRS.

Indicator 7.3: Some efforts as envisaged under this indicator have been made but more significant efforts are required. Therefore, half of the total score has been given.

Observations: It may be observed in the above findings that the performance of CRSs in networking has been satisfactory. Though some definite policy with regard to networking is yet to be devised and implemented by the CRSs.

Table – 8: Overall scores of CRS.

Composites	1	2	3	4	5	4	7		CR-PAS Category
	PO	RG	RP	RS & M	SM	FM	N	To-tal	
Total Score	20	15	25	15	10	10	5	100	
Minimum Required	7	5	8	5	4	4	2	35	
Kumao Vani	09	10	15	6	9	6	3	58	Progressing community radio
Mandakini Ki Awaz	11	11	15	2	9	9	2	59	Progressing community radio

PO: *Participation and ownership;* **RG:** *Radio governance;* **RP:** *Radio programs;* **RS&M:** *Resource structure and management;* **SM:** *Station management;* **FM:** *Financial management;* **N:** *Networking*

Based on overall scores under 7 composites as above, both CRSs can be put under the category – 'Progressive Community Radio'. This implies that the CRSs have been performing but many more steps are expected to be accomplished so that they could become model community radios.

Summary and suggestions

Based on findings gathered during this field assessments, it can be summarized that the CRSs, *Mandakini Ki Awaz* and *Kumao Vani* are making efforts to serve their communities and for addressing their developmental needs like health, hygiene, governance etc besides preserving language and

The following adjustments were made during the assessment:

Indicator 6.1: Though financial policy is not as clear as CR-PAS demands, yet half of the total score has been given because some sort of financial policy is in place.

Observations: It may be observed in the above findings that CRSs have been performing reasonably well in financial management. This, again, has been possible because these CRSs are being supported by established organization, viz., Peoples Power Collective (PPC) and The Energy and Resource Institute (TERI). However, *Kumao Vani* needs to improvise its performance in financial management.

7. Performance in networking

This composite has 5 out of the total 100 points and has 3 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.

Table- 7: Performance in networking

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
7.1	A clear policy with regard to participating in networks is developed and it is refined/improved periodically.	01	0	0
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.	02	1	2
7:3	Radio is pro-actively engaged in movements for social transformation in collaboration with different communities and organizations.	02	1	1
	Total	**05**	**2**	**3**

The following adjustments were made during the assessment:

Observations: It may be observed in the above findings that the stations are doing good in station management. Both the CRSs are being supported by established organization, *Mandakini Ki Awaz* by Peoples Power Collective (PPC) and *Kumao Vani* by The Energy and Resource Institute (TERI) – this may be one reason for good performance in station management. It is hoped that this will continue and be strengthened in future.

6. Performance in financial management

This composite has 10 out of 100 points divided among 7 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.

Table- 6: Performance in financial management

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
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.	02	1	1
6.2	Inventory of goods and equipment are maintained, are inspected and periodically and updated regularly.	01	1	1
6.3	Bank account is opened in the name of the radio and financial transactions are done through the account.	02	2	2
6.4	Cash flow plan is prepared and is effectively used.	01	1	1
6.5	Depreciation of equipment, machinery and vehicles is accounted for, and a reserve fund for the equipment replacement is created.	02	2	0
6.6	Radio publishes the status of its monthly incomes and expenditures.	01	1	0
6.7	Radio analyzes its financial situation every month.	01	1	1
	Total	**10**	**9**	**6**

Table- 5: Performance in station management

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Man-dakini ki Awaz*	Score ob-tained by *Kumao Vani*
5.1	A written manual for station manage-ment is prepared and used.	01	1	1
5.2	A written human resource develop-ment plan exists.	01	1	1
5.3	Radio has defined station management (departmental) structure, division of work, authority and responsibility.	01	1	1
5.4	Staff members (and volunteers) at the station are provided appointment let-ters clearly specifying responsibility, authority, and compensation.	01	1	1
5.5	The radio is operating according to annual plans prepared in at least three aspects – program, physical resource mobilization, and human resource de-velopment.	01	1	1
5.6	A routine schedule for equipment maintenance is prepared and is in use.	01	1	1
5.7	A written system is developed and is implemented in practice for providing incentives and opportunities to staff based on performance assessment.	01	0	0
5.8	Personal files of staff members are maintained.	01	1	1
5.9	Staff meeting takes place with pre-determined agenda, regularly and as specified in the calendar of operations.	01	1	1
5.10	Review and assessment of decisions of previous staff meetings is done.	01	1	1
	Total	10	9	9

The following adjustments were made during the assessment:

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.

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.	02	2	2
4.5	No single source (individual or organization or company) has more than 15% shares in the radio's total income from operations.	02	0	0
4.6	The income from innovative and creative sources is increasing compared to the average income from such sources during the three years.	03	0	3
4.7	Radio carries out an assessment of the structure of its resource and its mobilization status at least once every three months.	01	0	1
	Total	15	2	6

The following adjustments were made during the assessment:

Indicators 4.3, 4.6 and 4.7: Precise information demanded by the CR-PAS indicators was not possible to obtain from the kind of financial reports the CRSs produced. However, scores were given to the station that could show some performance in this direction required by the CR-PAS.

Observations: It may be observed in the above findings that CRSs have not performed well on resource structure and management. The CRS, *Mandakini ki Awaz* failed to score even the minimum desirable score, i.e., 5 under this composite; this may have happened because this CRS started functioning formally from September, 2014 only. Both CRSs need to engage in substantial effort for resource mobilization and management as envisaged in the CR-PAS.

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.

news. All news items have to be taken from All India Radio (AIR), the public service broadcaster in India. Though, CRSs may translate news items into local languages ensuring that meanings and interpretations of news items do not change. Keeping this in mind and because of the fact that informative programmes are all in-house, total score has been awarded to both the CRSs.

Observations: It may be observed in the above findings that both the CRSs balanced proportion of information-education and entertainment components in their programmes. Moreover, local languages have been given due importance. However, some major drawbacks in programming and programme content have also been observed. The CRSs have not yet publicly called for stakeholders' suggestions and have not revised their programme schedules accordingly. This is not in consonance with basic tenets of community broadcasting. Some feedback mechanism is in place but no impact survey has been conducted so far. It is also obvious in the findings that the CRSs have not been contributing in disaster management and mitigation, which should be a priority area of community broadcasting in a state like Uttarakhand which is prone to natural disasters.

4. Performance in resource structure and resource management

This composite has 15 out of the total 100 points. There are 7 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.

Table- 4: Performance on resource structure and management

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
4.1	A separate unit is created for resource mobilization, and it is functional.	02	0	0
4.2	Radio has assessed local resource potentials and has prepared annual plan for resource mobilization.	02	0	0
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.	03	0	0

3.8	With regard to news and information programs the station itself produces and broadcasts 100% of the news bulletins	02	2	2
3.9	Educational program policy has clearly specified proportion of content (such as ideological/ theoretical, technical, practical, good practices) and is assessed at review meetings	02	0	0
3.10	With regard to educational program less than 20 percent of the total time is given to any subject (for e.g. , disaster management and mitigation), of the total time for news and information materials	01	0	0
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	02	2	2
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	02	2	2
3.13	With regard to musical programs at least 25 percent is produced and broadcast in local languages	02	2	2
3.14	With regard to musical programs radio has set aside broadcast time for programs in the local languages proportionate to the population (served)	01	1	1
	Total	**25**	**15**	**15**

The following adjustments were made during the assessment:

Indicator 3.1: Information and educational programmes were clubbed together for assessment because it was becoming difficult to distinguish them.

Indicators 3.6, 3.7 and 3.10: Scores have been given based on random check of the content and as informed by respective CRS management. Since CRS role in disaster management and mitigation is also being assessed, it has been included in the indicators and given scores as per information gathered.

Indicator 3.8: Indian laws don't permit CRSs to produce their own

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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.

Table- 3: Performance in radio programme

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
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.	02	2	2
3.2	Radio holds a review meeting at least once every four months for taking program decisions, monitoring, and for improvement.	02	2	2
3.3	Radio has announced its program code of conduct and carries out an assessment of the same at review meetings.	02	2	2
3.4	Radio has publicly called for stakeholder suggestions and revises program schedules (grid) at least twice a year with their involvement.	03	0	0
3.5	Radio carries out impact survey of its programs.	01	0	0
3.6	With regard to news and information programs the news policy has clearly specified the proportion of content in terms of subject like disaster management and mitigation, and is assessed at review meetings.	02	0	0
3.7	With regard to news and information programs less than 20 percent of the total time is given to any subject (for e.g. , disaster management and mitigation) out of the total time available for news and information	01	0	0

2.10	A system is developed, and is functional, to inform the public about the policies and decisions within 24 hours of their adoption.	01	0	0
2.11	Radio discloses its accounts and financial status to the public at least twice a year.	01	1	0
2.12	Radio has adopted a policy on inclusion and positive discrimination and work is being done accordingly.	02	1	1
	Total	**15**	**11**	**10**

The following adjustments in CR-PAS indicators were made during the assessment:

Indicator 2.5: Since there is defined responsibility for different functionaries and decisions regarding management and operation of CRS are taken collectively, half of the total score has been given even if committees are not in place.

Indicator 2.6: The CRS, *Mandakini Ki Awaz* became officially operational in September, 2014. Since it has 'Code of Conduct' defined in its manual, score has been awarded.

Indicator 2.12: Though there's no defined mechanism as envisaged in this indicator, yet half of the total score has been given because some form of community participation mechanism is illustrated in their working manual.

Observations: It may be observed in the above findings that none of the CRSs scored any point in indicators 2.2 and 2.10 which shows that radio governance mechanism doesn't include community in a substantial manner. However, requirements as envisaged in indicators 2.1, 2.3, 2.4, 2.5, 2.6, 2.7 and 2.8 have been met by both the CRSs which show that the radios are moving towards good governance model.

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 1 and 3 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

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- 2: Performance in terms of governance

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
2.1	A separate guideline for radio operation is prepared in participation, consultation and involvement of stakeholders and it is followed in practice.	01	1	1
2.2	General assembly of radio takes place at specified time and intervals.	01	0	0
2.3	Office holders in the management board are selected following a democratic election process.	01	1	1
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.	01	1	1
2.5	Different committees are formed according to the defined organization structure.	02	1	1
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.	01	1	1
2.7	Radio management board meeting takes place with a pre-determined agenda regularly as specified in the calendar of operation.	01	1	1
2.8	Plan is formulated based on vision, mission and strategies, and it is in implementation.	02	2	2
2.9	Annual work plan is approved with budget for line items and work is being done accordingly.	01	1	1

1.6	Radio has clearly defined the role, re-sponsibility, and working guideline relating to volunteers and their con-tributions in radio operations such as program, accounting, resource mobi-lization, and station management, and the status of which is assessed in rou-tine review meetings.	03	3	3
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.	04	4	4
	Total	**20**	**11**	**09**

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 conditions in which the radios operate in Uttarakhand:

Indicator 1.1: The CRSs 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) were accepted as having met the condition.

Indicator 1.2: Scores have been given to that CRS which has started seeking membership.

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.

Observations: It may be observed in the above findings that none of the stations scored any point in indicators 1.3, 1.4 (deciding membership fees through community consultations) and 1.5 (a system for community involvement) which are imperatives for community participation and ownership and also for sustainability of any community radio. However, it's satisfying to observe that both the CRSs have met the condition as enunciated in indicator 1.1 which implies that community have been clearly defined by respective CRSs.

2. Performance in radio governance

This composite has 15 out of 100 points and includes 12 indicators. Three indicators carry two points each and the rest one each. The indicators

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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 Uttarakhand and the interpretations of the different terminologies in the indicators.

Table- 1: Performance in terms of participation and ownership

Sr No.	CR-PAS Indicators	Total score	Score obtained by *Mandakini ki Awaz*	Score obtained by *Kumao Vani*
1.1	The radio has defined, and publicly announced, its community for broadcasting	02	2	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.	02	2	0
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.	04	0	0
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.	02	0	0
1.5	Radio organizes at least one public hearing each year in different locations/clusters of the targeted geographic area.	03	0	0

2	Radio governance	15	5	12
3	Radio Programs	25	8	14
4	Resource structure and resource management	15	5	7
5	Radio station management	10	4	10
6	Financial management	10	4	7
7	Networking	5	2	3
	Total	**100**	**35**	**60**

Table – B

CR-PAS evaluation categories and qualifying points

Category	Points
Endeavouring 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

Source: *Community MHz: Assessing Community Radio Performance in Nepal A Pilot Assessment of 15 Stations*. Published by Community Radio Support Center (CRSC)/Nepal Forum of Environmental Journalists (NEFEJ) with the Support of UNESCO, Kathmandu, pp. 37-38.

Findings and Discussion

The findings of the study are based on intensive interviews of community radio broadcasters and audience of two community radio stations in Uttarakhand, viz., *Mandakini ki Awaz* and *Kumaon Vani* using CR-PAS tool.

3. To understand the level of community participation in community broadcasting and also to know the role of community radio in giving impetus to participative development.

4. To know whether community radio can be a better communication tool for disaster management/mitigation in a state like Uttarakhand?

Methodology

The methodology used is *Case Studies* and the tool used is "Community Radio Performance Assessment System (CR-PAS, 2008)" developed by the Community Radio Support Centre (CRSC)/ Nepal Forum of Environmental Journalists (NEFEJ) under the aegis of UNESCO. 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 for assessing the performance of Community Radio Stations (CRS) and is intended to be a practical tool that the CRS could eventually adopt for continuous self-assessment. All indicators as defined under CR-PAS tool have been used in this study, however some modifications under different composites have been made keeping in view the research objectives and the conditions under which Community Radio Stations operate in Uttarakhand.

An assessment of two major CRSs of Uttarakhand

For gathering relevant information pertaining to different indicators under CR-PAS and to elicit relevant information pertaining to the research questions, in-depth interviews of community radio broadcasters and audience of two Community Radio Stations in the state of Uttarakhand, viz., *Mandakini ki Awaz* and *Kumaon Vani* were conducted. For each CRS, 05 broadcasters (preferably full time) and 50 audience members have been interviewed by administering interview schedules.

CR-PAS performance areas and indicators have been shown in Table-A and Table-B below:

Table – A

CR – PAS composites and indicators

Sr. No.	Performance areas (Composites)	Total Score	Minimum score required	Number of indica-tors
1	Participation and ownership	20	7	7

governments.

Community communications and participative model of development is based on an emergence of "Another Development" perspective (Servaes, 1995) which emphasized alternative communication system and media practices. The stress was on inclusive forms of participation of people in the economy, political system and media within a particular area. 'Another Development' perspective evolved as a critique of, and an alternative to, the modernization and dependency theories, which influenced development communication paradigms until the late 1970s (Servaes, 1995). Modernization theorists advocated a universal model of development on the lines of those in Western European counties and North America. Dependency theorists put forward the transitional and structural conditions needed to eliminate under-development. Both modernization and dependency theorists were on two extremes of a psychological warfare that characterized the cold war period.

'Community' emerged as a central element in the "Another Development" paradigm which argued that it is at the local community level that the problems of living conditions are discussed, and interactions with other communities and outside groups and institutions are elicited (Melkote, 1991). Therefore, it highlighted the critical role of local participation in development and demanded that participatory decision-making strategies be encouraged in the design and implementation of development programmes. For this purpose, communication systems were seen as a means for those local groups to seriously consider development initiatives and desires, and elicit participations. Therefore, the stress was on inclusive forms of participation in the economy, political system and media within the communities. The nation state in this case is considered to be consisting of any number of individual communities. The mainstream media which are usually associated with the concept of nation state were generally left out in support of small and alternative media. Thus, 'Alternative Development' approach to development communication recognized two key elements, viz., 'two-way process of communication' thereby emphasizing interactive nature of communication in contrast to linear form of communication under the modernization paradigm and 'participation of community'. It was widely believed that participatory approach could help in the "development of a community's cultural identity, act as a vehicle for people's self-expression, or serve as a tool for diagnosis of a community's problems" (Melkote, 1991). While fewer efforts were made to define participation, the exact nature and role of communication in "Another Development" were believed to depend on normative goals and standards set by the host communities to ensure participation. The participation, access and self-management define uses of communication media that include two-way communications as "community

Community communications and participative model of development is based on an emergence of "Another Development" perspective (Servaes, 1995) which emphasized alternative communication system and media practices.

communication" or "community media" (Berrigan, 1979).

"Another Development" discourse supported the right to relevant local information, the right to answer back and the right to use the new means of communication for interaction and social action in small-scale settings of community, interest group or sub-culture. In the place of uniform, centralized, high-cost, commercialized, professionalized or state-controlled media it encouraged multiple, small-scale, local, non-institutional, committed media which link senders to receivers and also favour horizontal patterns of interaction (Mc Quail, 1994). Thus, the belief that the community should become the focus of development communication was strengthened.

As per information given on Ministry of Information and Broadcasting official website, the number of operational Community Radio Stations (CRS) in India as on 10/10/2014 stands at 176. However, not many experts are impressed with these figures. "This is a drop in the ocean. We have the potential to accommodate around 4,000-5,000 CRS in the country. Also, this upsurge is benefitting whom? Most of them are from the educational sectors and not from the civil society. We needed the NGOs and voluntary organizations to flourish, who really work for the community but unfortunately, this has not happened," says Vinod Pavarala, UNESCO Chair on Community Media, University of Hyderabad. In fact, going by the official ministry data, most of the CRS belong to the educational sector, state agricultural universities, Krishi Vigyan Kendras and NGOs. It may be noted that only these four sectors are allowed to set up community radio stations in India. Another problem is the involvement of multiple ministries when it comes to granting licences to CRS in India. Till now, the government has shown reluctance to open these CRS in 'conflict zones' like Jharkhand and Chhattisgarh which are 'Naxal prone areas'. "By barring the people of these areas of information, they are actually helping the extremists. When people lack access to information, chances are more that they will get inclined to the extremists' views. In fact, we need more CRS in these areas." says Pavarala who is spearheading the struggle for freedom of CRS in the country (Retrieved from http://www.deccanherald.com/content/259324/community-radio-takes-tentative-steps.html).

Objectives of the study

The broad objectives of this study are as follows:

1. To assess the usefulness of community radio broadcasting in addressing development needs and issues of a community where it is operated.
2. To know the strengths and weaknesses in respect of community radio broadcasting in Uttarakhand?

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governments.

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'Community' emerged as a central element in the "Another Development" paradigm which argued that it is at the local community level that the problems of living conditions are discussed, and interactions with other communities and outside groups and institutions are elicited (Melkote, 1991). Therefore, it highlighted the critical role of local participation in development and demanded that participatory decision-making strategies be encouraged in the design and implementation of development programmes. For this purpose, communication systems were seen as a means for those local groups to seriously consider development initiatives and desires, and elicit participations. Therefore, the stress was on inclusive forms of participation in the economy, political system and media within the communities. The nation state in this case is considered to be consisting of any number of individual communities. The mainstream media which are usually associated with the concept of nation state were generally left out in support of small and alternative media. Thus, 'Alternative Development' approach to development communication recognized two key elements, viz., 'two-way process of communication' thereby emphasizing interactive nature of communication in contrast to linear form of communication under the modernization paradigm and 'participation of community'. It was widely believed that participatory approach could help in the "development of a community's cultural identity, act as a vehicle for people's self-expression, or serve as a tool for diagnosis of a community's problems" (Melkote, 1991). While fewer efforts were made to define participation, the exact nature and role of communication in "Another Development" were believed to depend on normative goals and standards set by the host communities to ensure participation. The participation, access and self-management define uses of communication media that include two-way communications as "community

Community communications and participative model of development is based on an emergence of "Another Development" perspective (Servaes, 1995) which emphasized alternative communication system and media practices.

in one defined territory'. Thus community radio may be owned and managed by one group or by combined groups. It could also be controlled and run by people such as women, children, farmers, fisher folk, ethnic groups, or senior citizens. Tabing points out that a high degree of people's participation, both in management and programme production distinguishes community radio from other media. Moreover, the principal sources of support for community radio operations are individual community members and local institutions.

Distinct from the other two forms of broadcasting, the public and the commercial, community broadcasting is a non-profit service. Community radio is a social process in which members of a community federate to design and produce programmes, and air them (Fraser & Restrepo-Estrada, 2001). Community radio is thus characterized by access, public participation in production and decision making, management by listeners, and its operations rely mainly on the community's own resources. This involvement of community members distinguishes it from the dominant state and/or commercial stations that are operated for profit, propaganda, power, politics and privilege but are neither accountable nor accessible to the public. Community radio works as a cultural broadcast mechanism that adapts perfectly to reflect the interests and needs of the community it serves and offers marginalized sections an opportunity to express themselves socially, politically and culturally. Community radio is recognized by AMARC (World Association of Community Broadcasters) as a unique contribution to media pluralism and an ideal means of fostering freedom of expression, development of culture and identity, and active participation in local life. Multiple features of community radio can be summed up as stated by AMARC's (1995) members:

Community radio, rural radio, cooperative radio, participatory radio, free radio, alternative, popular, educational radio. If the radio stations, networks and production groups that make up the World Association of Community Radio Broadcasters refer to themselves by a variety of names, then their practices and profiles are even more varied. Some are musical, some militant and some mix music and militancy. They are located in isolated rural villages and in the heart of the largest cities in the world. Their signals may reach only a kilometer, cover a whole country or be carried via short wave to other parts of the world. Some stations are owned by not-for-profit groups or by cooperatives whose members are the listeners themselves. Others are owned by students, universities, municipalities, churches or trade unions. There are stations financed by donations from listeners, by international development agencies, by advertising and by

Distinct from the other two forms of broadcasting, the public and the commercial, community broadcasting is a non-profit service. Community radio is a social process in which members of a community federate to design and produce programmes, and air them.

run their community radio stations. Challenges, however, remain. In terms of programming, community radio stations (like commercial or private stations) are not allowed to broadcast news. Transmitter and antenna costs remain exorbitant although there have been recent initiatives to bring in more players in this area. While a Community Radio Forum has been formed, it needs to go to scale and enhance membership across the country. It needs to open its horizons through awareness related programmes especially at the grassroots level. All these have raised worrying questions pertaining to equity and inclusiveness. Community Radio helps the remotest communities to integrate into the national and global economies, and the development of knowledge-based economies. Community Radio may improve governance by enabling people to hold local governments to account for delivery of services. It can bring out the best in community participation in development. It may also be used by farmers to negotiate better prices at local markets, villages to engage in the national economy and citizens to access knowledge on issues and services and even during disasters for disseminating relevant information and also for signaling alarms.

Uttarakhand, a small hilly state has 07 Community Radio Stations (CRSs) being run by NGOs or by local community or by educational institutions. These are Kumao Vani (Mukteshwar, Kumao region), Henval Vani (Chamba, Tehri Garwal), Mandakni Ki Awaz (Bhanoj, Rudraprayag), Janvani (G.B.Pant Agriculture University, Udham Singh Nagar), Radio Khushi (Mussorie), Radio Zindagi (Graphic Era Univ, Dehradun) and Himgiri Zee Radio (Himgiri Zee Univ, Dehradun). Out of 07 CRS, 04 are in hilly areas and 03 are in plains. This study is primarily aimed at assessing the functioning of these CRSs so as to analyze and understand their usefulness for participative community development in Uttarakhand.

Literature and resource review

In terms of production, management, as well as for reception, Radio is a highly affordable medium. It is a medium of illiterates also. Because of its wide-spread reach and access, it can very well be said to be a people's medium. All over the developing nations, radio has a proven track record of being a catalyst for social change (Girard, 1992; Dagron, 2001). These characteristics of radio make it a community medium as well. Community radio stations (CRSs) are coming up and are being used for development in a substantial way. Tabing (2002) defines a community radio station as 'one that is operated in the community, for the community, about the community and by the community' (p.9). According to Tabing, 'the community can be territorial or geographical – a township, village, district or island and can also be a group of people with common interests, who are not necessarily living

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