"Pioneering, Connecting and Empowering Voices for Change – Strengthening Community Radio in Bangladesh to Fight Poverty and Promote Development"

Final Evaluation Report on the Project Supported by the European Union
(February 1ˢᵗ 2013 – May 31ˢᵗ 2015)

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Contents

3

ACRONYMS

AIBD	Asia Pacific Institute of Broadcast Development
ABU	Asia Pacific Broadcasting Union
AMARC	World Association of Community Radio Broadcasters
BNNRC	Bangladesh NGOs Network for Radio and Communication
CEMCA	Commonwealth Educational Media Centre for Asia
CLP	Community Learning Program
CM	Community Media
COL	Commonwealth of Learning
CR	Community Radio
CRS	Community Radio Station
CR-CIT	Community Radio-Continuous Improvement Toolkit
EU	European Union
FGD	Focus Group Discussion
FPU	Free Press Unlimited
MOU	Memorandum of Understanding
NGO	Non-Government Organization
OD	Organization Development
QAF	Quality Assurance Framework
SAARC	South Asian Association for Regional Cooperation
SIC	SAARC Information Centre
TOR	Terms of Reference
UNESCO	United Nations Educational, Scientific and Cultural Organization

4

EXECUTIVE SUMMARY

1. **Introduction:** The role of radio in enabling voices of the excluded to move from the periphery to the centre hardly needs to be stretched. It is one of the factors that led Bangladesh Government to open the airwaves to community radio in 2008. As the Community Radio sector in the country moves into its phase of consolidation, there is a need for reviewing and measuring the experience gathered in the past seven years.

1.1 Context & Purpose: The FPU-BNNRC project titled *Pioneering, Connecting and Empowering Voices for Change: Strengthening Community Radio in Bangladesh to Fight Poverty and Promote Development* supported by the European Union (EU) covered a 24-month period starting on 1 February 2013 with an extension of four months due to the political instability in Bangladesh. The project, therefore, technically ran for a period of 28 months from 1 February 2013 to 31 May 2015. In March 2015, the FPU commissioned the final evaluation of the project with a view to assessing its objectives in the context of its outputs and outcomes.

The evaluation was conducted following a participatory, inclusive and evidence–based approach, and using both qualitative and quantitative methods. The instruments administered in collecting data included structured questionnaires. Interviews were carried out allowing for flexibility in modifying the questions depending on the responses.

1.2: Findings: Relevance

The project relevance cut across all stakeholders.

Country/National Context

Community Radio is a new and growing sector in Bangladesh. In a country where poverty levels are stark and gaps in access to information and media remain palpable bottlenecks to development, the need for a low cost, accessible and rugged medium like community radio hardly needs stressing. Poverty levels in Bangladesh are markedly higher in rural areas. According to the 2005 A C Nielson Survey, radio is one of the two mass media "that penetrates the poorest sections of society." Its popularity and credibility as a medium for social change is also reinforced by the 2009 Bangladesh Institute of Social Research (BISR) survey entitled "Community Radio Readiness in Bangladesh" which indicated that 94.08% of the respondents "believed that radio can solve any community problem."

The project's rationale is also in keeping with the need to provide an enabling media environment in Bangladesh based on the right to information and communication and freedom of expression. Media freedom in Bangladesh has had a fractured history. A recent study on Bangladesh's changing media landscape underlined this fact observing that "a major feature of press laws and regulations in Bangladesh is that the majority were promulgated by authoritarian regimes to limit

5

the free flow of information instead of safeguarding a free press."

The recent past, especially in the last two years, has substantiated this fragility. The 2015 estimates from Freedom House underpin the vulnerability of the media in Bangladesh as "partly free." The need for strengthening a third tier of independent and inclusive media, therefore, assumed critical relevance.

The denial of access to information through appropriate media has considerably impeded the process of development in Bangladesh. This is particularly pronounced in rural and the remote areas where the poor and the marginalized remain largely unaware of their rights.

Beneficiaries' Context
All the outcome indicators of the project have strong resonance towards addressing the needs of the beneficiaries. The Baseline Study has noted that in the first years, Community Radio had to confront a number of challenges which were rooted in the absence of conceptual clarity. In a community radio station, there was a strong need for improving media skills at all levels. The absence of bylaws in community radio stations also needed to be addressed. There was little understanding of the local audience needs and listening habits. The development of a sustainability strategy for operational community radio stations has strategic relevance. This assumes significance not only in terms of exploring the challenges that confront the sector's growth and sustainability but also in terms of the fact that the country's second phase of 16 community radio stations are expected to commence operations before the end of 2015.

Context of Partner - (BNNRC)
Bangladesh NGOs Network for Radio and Communications is the country's leading network agency committed to media democratization and freedom of expression. The project's objectives are central to its mandate of enabling rural people to have "easy, quick and low-cost access to global communication." The BNNRC's role as the key implementing partner was, therefore, highly relevant.

Context of Partner - (FPU)
The global experience and commitment of Free Press Unlimited (FPU) towards strengthening the freedom of expression and media development especially in countries affected by conflict or poverty made it an obvious and central partner. Its association with community radio in Bangladesh dates back to 2007 when it started working with the BNNRC.

Context of Partner - (EU)
The fact that the project is the first of its kind being supported by the European Union (EU) in South Asia not only enhances its overall relevance, but would appear to highlight its resonance with the EU's work which emphasizes access to media and information.

1.3 Findings: Effectiveness

6

Training

In substantial measure, the effectiveness of training activities lay in its mixed approach combining both top-down and bottom-up processes and its participative design. While the initial training in 2013-2014 was more centralized and structured by the implementing partners, the period between February and May 2015 saw training responding to the needs as articulated by the community radio stations. This was effective in building local resources, management and ownership. The training was comprehensive and covered all aspects related to program and management of production, program formats, new media as well as the philosophy and measurement of community radio and deepening the sustainability of the sector. The training would also appear to have been effective in promoting awareness related to audience feedback and listening habits. The sustainability workshops with the community radio stations were especially effective in highlighting critical challenges confronted by the sector and the need to develop and implement a comprehensive sustainability strategy.

Notwithstanding the effectiveness of the training in terms of increase in awareness, the workshops also specified the critical need for urgently overcoming these shortcomings. There remains a need for a more detailed study on mapping audiences, listening habits and engagement with the community radio stations.

Programs

Secondary data confirms that the programs produced by the community radio stations met the information needs of the target audience. The topics of the programs covered a wide range of issues including development and poverty eradications in keeping with the specifications of the project outcomes. They also included disaster prevention and management, impact of climate change, women's rights to education, health, childcare and employment, local governance, land rights, food production and security, farming and fishing, opportunities of starting small businesses, etc.

Participation of Women and the Marginalized

The training and program productions efforts along with the awareness campaign initiatives had positive fallouts in terms of participation of the women and the marginalized sections of the society. However, substantial work remains to be done before parity is achieved.

Role of BNNRC: Strengthening BNNRC's Capacity

The BNNRC's organizational and functional capacities were substantially strengthened by the training on Project Management, Monitoring & Evaluation, Effective Report Writing, Learning Need Assessment, Financial Management, and Office Management. Its credible and demonstrable credentials effectively contributed towards providing the specified services to the target groups in a timely and efficient manner. The data on sustainability would reinforce that the project was also effective in consolidating sustainability.

Finally, the effectiveness of the project was also rooted in the collaborative and close working relationship between the implementing partners - the BNNRC and the FPU. While both partners have long associational relationship built on strengthening community radio in Bangladesh, their

7

respective competencies and skill sets worked well complementing to each other. While the FPU provided access to professional and financial resources, the BNNRC used the strength of its local networks. The BNNRC's strength of networking with community radio stakeholders inside and outside Bangladesh was also leveraged as a result of the project. This, in turn, contributed to its effectiveness.

1.4 Findings: Efficiency

Despite a short timeline of only 28 months, the project was successful in delivering its target outputs in terms of training and program production. The outputs included:

- **Program Production**: 1,264 programs against a target of 1,200 were produced and broadcast across the community radio stations.
- **Capacity Building**: A total of 1,980 participants attended 115 programs at central, regional and radio station levels during the project period from February 2013 to May 2015.
- **Equipment Support:** All 16 community radio stations were provided with appropriate equipment support based on their needs to ensure that they improved their program production and broadcast standards. The BNNRC was also provided with high configuration laptops, digital broadcasting camera, and photocopy cum-scanner machine.
- **Raising Awareness of Key Advocacy Issues:** Fourteen community radio stations individually conducted seminars and discussions at their stations to promote awareness of access to information, transparency and accountability.

1.5 Findings: Impacts

Given that the project period has been completed recently in May 2015, it would be premature to determine its long-term impact. However, the findings from available data and field interactions confirm that the project outcomes have impacted the sector across all levels.

Impact at Policy Level
The government has already approved 16 more licenses to set up community radio across Bangladesh. These community radio stations are expected to start operations by the end of 2015. The government is also considering appropriate policy reform to strengthen the institutional framework for community radio and the merits of a community radio support fund. It has also set up an advisory group (of which BNNRC is a member) to formalize a broadcasting policy through the development of the National Broadcasting Act.

Impact at Community Radio Station Level
Awards: The period under review saw four community radio stations in Bangladesh being given the prestigious UNICEF Meena Award for their "valuable contribution in news and creative media programs on child rights issues."

Community Radio as a Platform for Dialogue between Government and Citizenry
The training also enabled the CRS to appropriately review their broadcast formats and strengthen good governance, especially in the areas of child marriages, disaster mitigation, women's issues, child rights, rights of persons with disabilities, right to information, and family planning.

Quality of Reporting and Journalism
The emphasis of the project on capacity has visibly impacted the journalism and broadcasting skills of the community radio staff. All the radio staff members who the evaluator interacted with were unanimous in their appreciation of the training.

Increase in Participation of Women and Marginalized Communities
The impact of the project on gender relations has been palpable. According to available data from project reports, there are more than 64 women currently working as producers or community radio journalists in radio stations. Likewise, there has been an increase in the participation of the marginalized communities like *dalits* as staff and volunteers. However, their increased presence remains well below parity, and the community radio stations need to give due cognizance to bridging this gap.

Impact on Networking and Knowledge
The project has also been acknowledged outside Bangladesh at forums such as SAARC Information Centre, and by apex bodies like UNESCO Chair on Community Media, Asian Institute of Broadcast Development, Asian Broadcasting Union, and World Association of Community Radio Broadcasters. The impact of the project has also been appreciated in global fora. BNNRC CEO, Mr AHM Bazlur Rahman, was honoured as "Press Freedom Hero 2015" by the Dutch Ministry of Foreign Affairs.

1.6 Findings: Sustainability

Sectoral Sustainability (at Community Radio Station Level)
The sustainability workshop and strategy reports reveal a dual scenario. In the immediate context, the reports point to efforts which have yielded positive dividends in terms of social and institutional sustainability. However, it has long-term implications on sustainability as indicated by the workshop findings and the strategy which merit substantial and urgent consideration. These raise fundamental questions pertinent to policy reform, community participation and management, revenue generation, and donor dependency.

Social and Institutional Sustainability
The findings on the effectiveness and impact of the program, training and production have indicated the deepening of community awareness and participation with regard to the functioning of the community radio stations. The data on the overall volunteer strength across community radio stations indicates that most community radio stations have a growing and substantial volunteer bank. There would also appear to be an increased awareness of issues related to gender equity at the station level and also the participation of the marginalized and

9

minority people at the staff and volunteers level. Another positive development was evident in the fact that all community radio stations have their own bank accounts.

However, the increased awareness is far from being adequate or proportionate in terms of field realities and implementation at the ground level. Presently, many stations do not represent the marginalized communities as a part of their staff or management committees. Further, the quantitative data do not guarantee increased community participation and/or management in the radio station. It is not enough to increase the participation of community members as voice or talent on the radio programs. They need to be actively engaged in the overall programming and broadcast strategy, development of ethical policies and guidelines, and in budgetary and resources planning of the community radio stations.

Institutional and Policy Sustainability
In the immediate context, community radio stations would appear to have benefitted from the government efforts at promoting an enabling environment for the sector. This may be measured by the numerical growth of community radio stations in the country. While another 16 community radio stations are likely to be operational by the end of 2015, Minister for Information, Mr Hasanul Huq Inu, has gone on record affirming his ministry's efforts at setting up community radio stations in each **upazilla** (sub-district) of the country.

The long-term challenges, however, run deeper and point to the structural issues warranting policy reform. The current policy which is substantially modeled on the Indian community radio guidelines, however, does not entirely conform to internationally acknowledged principles of community radio. For instance, the policy remains ambivalent on news. It allows broadcasting development news, but it prohibits any kind of "political, sectarian and doctrinal programs". It also emphasizes that the programs must not go beyond the community's 'cultural and political heritage, and provides a general content guideline for broadcasts. Moreover, as the sustainability strategy has asserted, the policy stipulates "establishing an advisory committee, which includes local heads of government, local police, and representatives of local nation building departments of the Government. This kind of a mandated advisory cripples any attempts at raising voices of dissent or discussing issues of corruption at the local level." Further, by stating that community radio stations should be managed and owned by not-for-profit agencies the policy seems to have handicapped the prospects of diversified models of ownership rooted in community participation like cooperatives and/or local self-governance bodies like village Panchayats as demonstrated by Nepal. Instead, as in India, the policy restrictions have promoted only the NGO model which has been increasingly vulnerable to the challenges of 'negotiation' as against local community participation and ownership.

Financial Sustainability
Independent surveys were jointly designed and carried out in coordination with the BNNRC to determine the state of financial sustainability. These indicate an overwhelming bias towards donor dependency. The findings reveal that the income of 94% of the stations was dependent on funding underscoring an urgent need to re-examine revenue generation and funding strategies. These figures corroborate and further substantiate the findings of the sustainability strategy and

10

the workshop report. Both these highlight a marked preoccupation with financial sustainability by most CR practitioners and reporters. The sustainability workshop report noted that the managers of the stations were extremely concerned about resource mobilization especially for paying the CR staff and volunteers. If these concerns are inevitable in an NGO driven model, they also underscore the case for diversified models of ownership promoting greater community participation and management.

At the same time, the current reliance on donor grants and support necessitates the relevance of policy reform. The absence of an independent community radio fund needs to be rectified. The current policy needs to broaden and recast its provisions enabling local advertising. Presently, only development related sponsorship/advertising is allowed.

Technological (Equipment) Sustainability
Interactions with the community radio stations indicated that the project support in terms of equipment had addressed an urgent need. However, a cross-cutting need that emerged across all field interactions was linked to increasing transport facilities.

Sustainability at BNNRC Level
The evaluation study noted an overall growth in BNNRC's stature, organizational capacities, and subject matter knowledge and project management ability. These argue well in terms of its human, institutional and financial sustainability. The relevant staff members of the BNNRC were always present or participated in the training organized at the community radio station and community levels.

1.7 Conclusion & Recommendations
The findings demonstrate that the project has been successful in reaching its overall goal. BNNRC's overall sustainability has been substantially addressed. The evaluation recommends:

A. Support should continue and be appropriately scaled so as to include the 16 new CRS.
B. There should be more follow-up initiatives in training and production.
C. Guidelines on community radio sustainability need to be developed based on active interactions with and engagement of local communities.
D. More emphasis should be given to training on sustainability involving the communities as key stakeholders.
E. Community radio stations need to strengthen their knowledge of local communities and their listening habits by conducting comprehensive audience mapping.
F. CRS need to demonstrate quality assurance standards in their policies and work.
G. CRS need to build appropriate policies ensuring that the marginalized and poorer sections of society are given priority in terms of employment.
H. Initiatives like the Community Learning Program (CLP) need to be explored by the community radio stations to deepen program sustainability and community engagement.
I. Exposure visits need to be facilitated amongst the CRS in Bangladesh, India and Nepal.
J. There should be follow-up training on sustainability, gender and new media as well as an in-depth research study on sustainability.

K. The government should review and reform the current policy to ensure the sustainability of the sector. The policy reform should give particular significance to issues related to social, institutional and financial sustainability.

L. A clear and enabling advertising policy is critical to deepen sustainability.

M. The policy should pay special heed to emergency radio and also consider the case for mobile transmitter in the event of disasters.

N. The government should expedite its efforts to start an independent community radio fund.

O. The BNNRC should be developed as a resource base for community radio training, production and research in South and South East Asia.

P. Specific efforts should be made to develop and implement sustainability training programs as outlined in the sustainability strategy document. These need to ensure the centrality of the community in every aspect of the training.

Q. There is a need for developing localized training and communication material in Bangla.

R. There is a need for more research and documentation. The BNNRC's Community Media Academy could explore collaborations with appropriate academic and research based institutions to take this forward.

2.0 INTRODUCTION

2.1 Project Background

Freedom of expression and media development are intrinsic to Free Press Unlimited's (FPU) mandate. Towards its realization, the FPU has worked across the world, especially in conflict and poverty affected countries, to ensure that the less privileged communities have access to balanced information to enable them to "make important decisions affecting their lives." These goals are in synergy with the Bangladesh NGOs Network for Radio and Communication (BNNRC) which has been working in the country since 1998 to strengthen media democratization and community media. They also find increasing resonance today particularly in the context of poverty eradication. This underscores the significance of the FPU-BNNRC collaborative project *Pioneering, Connecting and Empowering Voices for Change: Strengthening Community Radio in Bangladesh to Fight Poverty and Promote Development*, supported by the European Union.

Free Press Unlimited (FPU) and Bangladesh NGOs Network for Radio and Communication (BNNRC) have been the frontline facilitators and advocates of community radio in the country and have actively engaged in the movement since 2007. The FPU's support for the BNNRC has straddled a gamut of issues and themes to consolidate and deepen community radio in the country. These range from promoting awareness to capacity building to providing technical support. Underlying this support has been a single and focused objective: strengthening community radio as a vehicle for development, poverty reduction and good governance and enabling its sustainability – social, institutional and financial.

2.2 Context and Purpose

The FPU--BNNRC project titled *Pioneering, Connecting and Empowering Voices for Change: Strengthening Community Radio in Bangladesh to Fight Poverty and Promote Development* covered a 24-month period from 1 February 2013 with an extension of four months due to the political instability that characterized Bangladesh in the recent past. The project, therefore, technically ran for a period of 28 months from 01 February 2013 to 31 May 2015.

In March 2015, the FPU commissioned the final evaluation of the project. The evaluation has reviewed the project activities against its overall goals and outputs given below:

Objectives/Outcomes
The objectives/outcomes of the project are:
- To strengthen the capacity of community radios in Bangladesh to combat poverty eradication and promote inclusive development.; and
- To encourage dialogue and participation of the poor and the voiceless, and promote good governance through increased awareness, transparency, and accountability.

13

Outputs

The outputs planned for the period are as follows:

1. production and distribution of radio programs on poverty reduction (1200);
2. capacity-building training for radio stations (20 stations);
3. financial sustainability strategy for community radio;
4. building capacity of the BNNRC; and
5. awareness-raising campaigns (at least 8).

2.3 Limitations

The evaluation was limited by the following factors:

1) **Timeline:** The evaluation was commissioned in March and finalized in May 2015 when the project activities were near completion.
2) **Delay in conducting the baseline survey**: The difficult political scenario in Bangladesh resulted in delaying the baseline study. The study was conducted in October 2014 after the completion of the first year of the project life.
3) **Delay in receiving secondary data/reports on sustainability strategy**: The evaluation received reports and data on sustainability in mid-May 2015.
4) **Language**: The evaluation was conducted using structured questionnaires, and the responses that followed sometimes lacked clarity and validity.

3.0 EVALUATION APPROACH AND METHODOLOGY

3.1 Approach

The evaluation was conducted in three phases: desk review, data collection, and data analysis. The evaluation approach was participatory and inclusive. It comprised both quantitative and qualitative methods. The data collection relied on two sources of information: secondary and primary. The techniques of Direct Observation and Participant Observation were employed. (For details on primary & secondary sources please refer to **Annexure 2.**)

3.2 Data Collection

Data pertinent to the community radio stations and communities were collected from 41 respondents using the Structured Questionnaires, and the CRS surveys. The respondents included community radio staff and volunteers/listeners from all the 16 operational CRS. The questionnaires were developed covering all relevant areas of training, production and management. They were revised in consultation with the BNNRC staff. A detailed list of the final questionnaire is available in **Annexure 1**. Given the language limitations, some of the respondents' answers were not valid. These questions were accordingly deleted from the analysis. A survey related to the functioning of operations of the community radio stations and their listener composition was also developed and finalized after discussions with BNNRC project

staff. The survey covered all the operational stations. The survey was coordinated and the data collected by BNNRC. The data collected so far were analyzed and evaluated.

The evaluation process also involved physical visits to five community radio stations. These comprised radio stations Padma, Mahananda, Borendro, Mukti and Bikrampur. Apart from the visit to community radio station Mukti which was brief and unscheduled, the visits to the other CRS involved interactions and interviews with the community radio staff, volunteers and listeners. A list of the interview and focus group discussion participants at the community radio stations is also provided in **Annexure 2. Annexure 3** includes a detailed timeline and activities.

Data Analysis: Purposive sampling was used to select respondents to the structured questionnaires. This sampling technique was chosen because the aim of the study was to understand the usefulness of the project and short time line involved. As a result of the small sample size, data analysis was restricted to descriptive statistics examining the frequency of responses and reporting either raw numbers or percentages where relevant.

Issues Arising out of Data Collection
The issues that arose of data collection were as follows:
- The data collection was primarily limited to accessible community radio staff, volunteers and listeners.
- The evaluator could not physically be present in the entire data collection process because of logistical and time line constraints.
- Some of the responses to the structured questionnaire were not relevant to the questions and were therefore not considered. This was partly because the questionnaires required translations.
- The analysis of the structured questionnaire is based only on the responses which were received.

4.0 FINDINGS

4.1 Relevance
The relevance of the project cut across all stakeholders. It has been considered by examining the national, sectoral (community radio station and their audiences), and organizational (partner) contexts.

4.1.1 Country/National Context
Community Radio is a new and growing sector in Bangladesh. The government's decision to legitimize community radio in 2007 was guided by the latter's potential and promise to provide a voice to the voiceless. In a country where poverty levels are stark and gaps in access to information and media remain palpable bottlenecks to development, the need for a low cost, accessible and rugged medium like community radio hardly needs stressing. This underscores the

project's relevance to strengthen the sector and the community radio stations which have been operational since 2011.

Poverty levels in Bangladesh are markedly high in the rural areas. According to the recent IFAD and World Bank estimates, poverty levels in rural Bangladesh stand at approximately 36% as opposed to 28% in the urban centers of the country. Gaps in communication infrastructure and literacy have compounded the denial of access to information and in turn aggravating the poverty gaps. While recent studies indicate that the relevance and efficacy of radio as a medium for the poor and less privileged sections of the society remains undisputed. According to the 2005 A C Nielson Survey, radio is one of the two mass media "that penetrates the poorest sections of society." Its popularity and credibility as a medium for social change is also reinforced by the 2009 Bangladesh Institute of Social Research (BISR) survey entitled "Community Radio Readiness in Bangladesh" which indicated that 94.08% of the respondents "believed that radio can solve any community problem". The survey also indicated that while "an overwhelming number of respondents listened to radio for entertainment," they also valued the radio as a source of local news (96.39%), information on health (95.8%), education (95.98%), family planning (92.97%), agriculture (95.78%), disaster management (97.49%), women's issues (95.08%), youth issues (91.87%) and sanitation (94.98%). All these issues assume critical relevance in terms of the goals and objectives of the project.

The rationale of the project is also in keeping with the need for creating an enabling media environment in Bangladesh based on the right to information and communication and freedom of expression. Media freedom in Bangladesh has had a fractured history. While the recent past witnessed the growth of private media and the consequent implications of corporatization, access to information in the country, especially in the rural areas, has been overshadowed by an area of concern. Despite the growth of internet in the country, infrastructural gaps continue to impede inclusive access. According to the 2013 BTRC statistics, internet density stood at only 20.3%. The case to deepen community broadcasting, therefore, merits detailed consideration and encouragement.

The media climate is highly regulated and often vulnerable to restrictions and control by the governments in power. A recent study on the media in Bangladesh observes that "a major feature of press laws and regulations in Bangladesh is that the majority were promulgated by authoritarian regimes to limit the free flow of information instead of safeguarding a free press." This has often had adverse fallouts in case of the freedom of expression. The recent past, especially in the last two years, has substantiated this fragility. According to the 2014 World Press Freedom Index compiled by Reporters without Borders, Bangladesh was placed in a "difficult situation," and ranked 146 out of 180 countries with a score of only 42.95. The performance of Bangladesh occupied the same rank in 2014. The 2015 estimates from Freedom House reinforce the vulnerability describing the media in Bangladesh as "partly free." The years 2013 and 2014 which coincided with the project timeline further polarized the media climate. This also resulted in biased reporting, not based on evidence. The need for strengthening a third tier of independent, and inclusive, media, therefore, assumed critical relevance. This is further reinforced by the increased attacks on media journalists and curtailments on the operations of

both the Press and Television Channels across 2013 and 2014. The government's crackdown on television stations like Islamic TV and Diganta TV as well as its indictment of the national daily newspaper Amar Desh (whose editor was arrested on charges of printing false information in order to ostensibly incite religious tension) illustrate the restrictive climate on media freedom. The recent wake of attacks on and violence against the bloggers in the past year underlines the need and relevance for independent and inclusive media.

The relevance of the project is also in the context of improving governance. The denial of access to information is particularly pronounced in rural and remote areas where the poor and marginalized remain largely unaware of their rights. The output of developing community radio stations as a platform to provide awareness on such issues through campaigns, therefore, assumes direct relevance. The point is also underscored by the recognition of the project by the Ministry of Information. The period under review saw the Government ratifying licenses for another 16 community radio stations which are expected to become operational by the end of 2015. Honorable Minister for Information, Mr. Hasanul Haq Inu's recent commitment to take initiatives for setting up community radio stations in each *upazilla* (sub district) in the closing ceremony of the project on 28 May 2015 also reinforces the point. While these developments imply efforts to deepen community radio in Bangladesh, they also underscore the relevance of the project to developing a sustainability strategy for the sector.

4.1.2 Beneficiaries' Context
All the outcome indicators of the project have strong resonance towards addressing the needs of the beneficiaries. As noted by the baseline survey, the first year of the project had to confront a number of challenges due to a lack of conceptual clarity. Many community radio initiators had little or no prior knowledge about its philosophy. There was a strong need for improving media skills at all levels of a community radio station. The need for a constitution and bylaws relating to the community radio station should be addressed. It was also important to understand that the needs of local audience especially in the context of inclusion and poverty eradication reinforced the relevance of the key outputs. The emphasis on gender equity by making it a cross-cutting activity also had strong resonance. All these factors emphasized the relevance to organizing sustainability workshops and developing an overall sustainability strategy which is critical to local community engagement in managing the community radio stations.

Another area which found strong resonance was the relevance of community radio programming and sustainability in the context of disaster preparedness and mitigation. The relevance of radio during the times of disaster has critical significance, especially in the context of Bangladesh. Often radio is the sole media which survives during such times, underlining its criticality as a source of information. The need for strengthening the community radio stations in terms of appropriate programming and equipment infrastructure (both of which were part of the project outputs), therefore, assumed strong relevance.

4.1.3 Partners' Context

BNNRC

The BNNRC is the leading network agency in Bangladesh committed to media democratization and freedom of expression. It is well known for its work not only in Bangladesh but also in South Asia. Its links with community radio hark back to the origins of the movement in the country in the late 1990s. It has extensive grassroots experience in working with community radio stations in the areas of training, production, research, and documentation. The work has enabled it to emerge as the key link between the Government and the community radio stations. The objectives of the project are central to its mandate of enabling rural people to have "easy, quick and low-cost access to global communication". The BNNRC's choice as the key implementing partner of the project was, therefore, highly relevant.

FPU

The FPU's global experience in and commitment to strengthening freedom of expression and media development, especially in countries affected by conflict and poverty made it an obvious and central partner. Its association with community radio in Bangladesh harks back to 2007 when it started working with the BNNRC. The current project objectives are a logical extension of the work it accomplished earlier in partnership with the BNNRC.

EU

The project is the first of its kind supported by European Union (EU) in South Asia, underlining its overall relevance. Its goals also have had resonance with the EU's work which emphasizes access to media and information. In its document entitled "The Roots of Democracy" which was subsequently ratified by its Foreign Affairs Development Council in 2012, the EU has emphasized the role of participatory democracy and an empowered civil society as the key requisites for fostering pluralism and contributing to "more effective policies, equitable and sustainable development and inclusive growth". Significantly, it has specified "the essential role for independent media, including social media".

4.2 Effectiveness

The effectiveness of the project in achieving most of its deliverables despite the stringent timeline was substantially because of its collaborative, participative and flexible design. By adopting a partnership approach, the BNNRC enabled the stakeholders, especially community radio stations, to build ownership. This, in turn, reaped positive dividends in so far as it saw an attitudinal shift and commitment of the partners that were more inclined to view the activities as of a program rather than a project. Its flexible approach in terms of rescheduling some of the project activities was an effective and useful response to the volatile political scenario which characterized Bangladesh in 2013, 2014 and 2015.The training, production, research and advocacy activities of the project co-related well with one another and easily facilitated cross linkages to be accomplished.

4.2.1 Capacity-building Training

The project features as stated above were evident in the approach to capacity building and training. Notwithstanding that community radio stations had been provided with training on a number of issues – both technical and content driven, the baseline survey had underlined the need for a more comprehensive approach. By combining of the top-down and bottom-up processes, the training activities were found successful in accomplishing its deliverables. While the initial training in 2013-2014 was relatively centralized and structured by the implementing partners, the period between February and May 2015 saw training based on the needs of the community radio stations as articulated by them. Moreover, the community radio stations were responsible for their organization and implementation. While they were provided with the funds to organize the training, each community radio station was given the mandate of identifying key issues. This revealed the need for capacity building, which was delivered organizing training at the local/community radio station level. This had several positive fallouts as pointed out below:

1) It addressed the concerns of the baseline study about more localized and residential training and also enabled them to determine who should be trained fostering a greater sense of ownership.
2) By ensuring that the training was held at the local level, it helped to build and strengthen a local base of training resources. This was significant as most of the resource persons had earlier been Dhaka-centric.
3) The introduction of the peer learning and knowledge exchange program between community radio stations also facilitated cross-linkages between the CRS and the network. At the time of evaluation, at least 14 exchange visits had taken place.

The participative design proved effective because the findings confirmed that the needs of each community radio station were quite specific and distinct from each other. This was also reinforced by the responses to the structured questionnaire demonstrated in Figure 1 below.
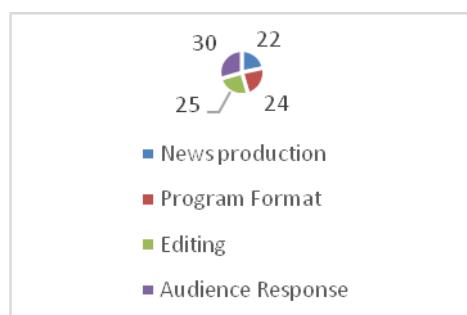

Fig 1: Which part of the training was more useful for you?

Out of 41 community radio station employees and volunteers from 16 stations, 30% found the training on audience response/feedback most useful. It was followed by editing (25 %,) program format (24%), and news production (22%). While the percentages of the latter three areas were within striking distance of each other, audience response/feedback was distinctly higher. This is significant as it also corroborates the gap identified by the baseline survey pointing out that "Community Radio Stations, in general, do not have a good grip about their audiences." This is also evident in the mushroom development of listener clubs across the community radio stations

19

over the past two years as exemplified in Figure 2. The data reveals that except for a couple, most community radio stations have at least double digit numbers of listener clubs. Eight stations have crossed the 100 mark. While the disaggregated data on the themes of the listener clubs are yet to come in, most community radio stations that the evaluator encountered during his field visits demonstrated a bias for women or youth based listener clubs.

Fig 2: Source: Survey Data, May 2015

Number of Listener clubs
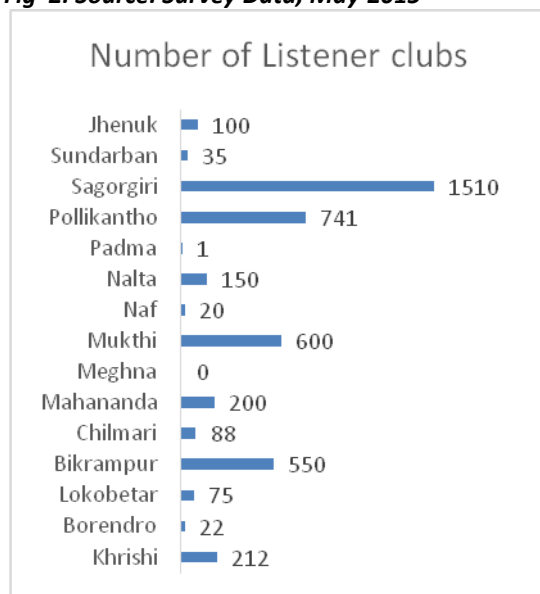
The training on audience response and feedback has also reinforced the importance of feedback and archiving both in terms of determining program content and maintaining a data bank. Figures 3 and 4, based on a survey across 15 CRSs conducted by the evaluator with support from the BNNRC, illustrate the point.

Does the CRS Keep a record of the number of calls and SMS per program?

How many Calls/SMS does the CRS recieve per program? (response in %)
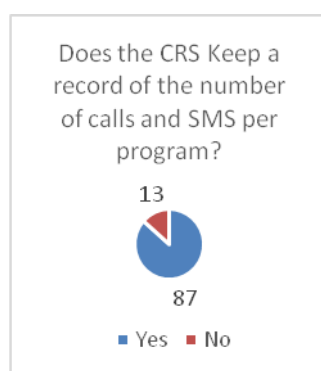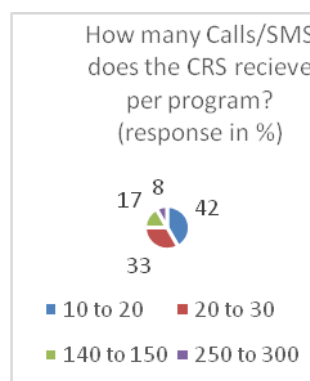
Fig3: May 2015   *Fig4: May 2015*

While a significant 87% of the community radio stations keep records of the number of calls/sms received, the disaggregated data on the number of calls/sms per program would also indicate an increased effort on the part of the community radio stations to connect with their audiences. This development would also have positive implications in terms of building effective program sustainability. The survey data also indicates the importance of SMS as a vehicle to collect

feedback. See Figure 5 for details.

Fig 5: How does your CRS receive feedback?

The sharp increase in the percentages of feedback received through SMS and Facebook would appear to have significant implications in terms of mechanisms use of the internet media. While there is insufficient data to determine if it was solely the result of the training on new media, the percentage indicates increased access and use of internet, mobile telephony and Face book bo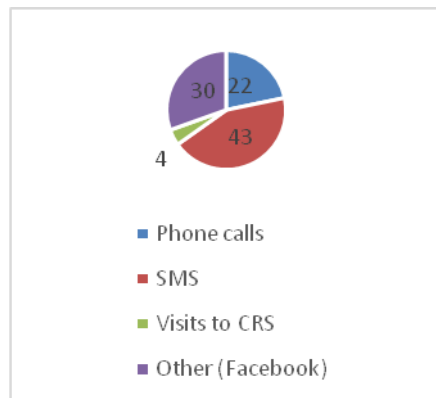th on the part of the community radio stations and their listeners. This also raises an underlying concern pertaining to who constitute the audiences of the community radio stations and the extent of their participation. How do the poor and marginalized groups who do not have access to internet provide feedback? There remains a need for follow up research in this regard.

4.2.2 Programs
What emerges from the survey data indicates a significant growth in terms of issue program broadcasts on poverty eradication and development as well as a marked increase in the variety of formats used. This is evident in observing the findings in project reports and in **Annexure 4** which comprises tabulated data detailing programmatic formats, themes and subject which were covered and targeted listeners. These confirm the following:

1) The programs produced by the community radio stations met the information needs of the target audiences.
2) The topics covered a wide range of development and poverty eradications which were in keeping with the specifications of the project outcomes.
3) The program broadcasts also reflected greater awareness and skills on the part of the community radio station in using appropriate formats. This also has positive implications in terms of the training outputs being effectively delivered and internalized. The formats included:
   a) General program formats - news and current affairs, informative programs, talk shows;
   b) Magazine-type programs - local entertainment and music;
   c) Specific program formats - public service announcements, personal life stories, village debates, and weekly forum (weekly phone with panel discussions).

21

4.2.2.1 Fallouts of Training and Production

Many community radio stations seem to have tailored their programs appropriately to suit the interests of the specific audiences in each region, taking into account the local context, experience and dialect. The training courses have also been effective in deepening the sector understanding of the philosophy and practice of community radio. The training on how to use the Community Radio Continuous Improvement Toolkit (CR-CIT) would also appear to have reaped positive dividends in the context of building the need for a community radio quality assurance framework. The participative and self-assessment techniques of the CR-CIT have struck a chord. The popular response from the respondents augurs well for the growth of the sector in Bangladesh as detailed in Figures 6, and7.
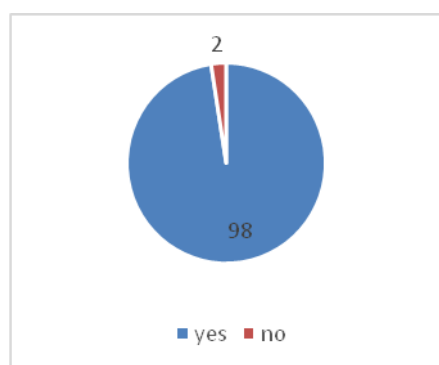
Figure 6: Did you take part in the training regarding the community radio continuous improvement toolkit?
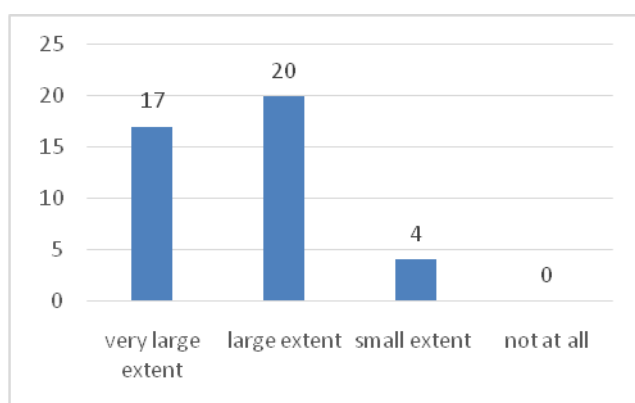
Fig 7: Was CR-CIT useful for measuring the work at your radio station?

According to the data, 98% respondents have participated in the CR-CIT training and an overwhelming majority (37 out of 41) affirmed its use in measuring the work of the community radio stations. Its effectiveness as a tool kit is indicated by the considerable demand for translating the CR-CIT into Bengali. The BNNRC is currently in the process of developing a Bengali version of the kit. Apart from being a useful mechanism to measure and track the growth of a community radio station, the CR-CIT also emphasizes issues related to democratic governance and the participative culture of community radio. The baseline study has affirmed the need for community radio initiators, staff and volunteers to deepen their knowledge in this regard and reflect it in their practices at the stations. While there is insufficient data to determine if the components have been integrated into the daily functioning of the station, the response to the

structured questionnaires indicated a marked increase in their awareness. Figures 9 and 10 below emphasize the point.

Fig 9: Does your CRS broadcast programs governance?

Fig 10: Does your CRS broadcast programs on internal vision and policy of the CRS?

While the findings are positive, they also indicate the need for greater internalization and demonstrable evidence of their pra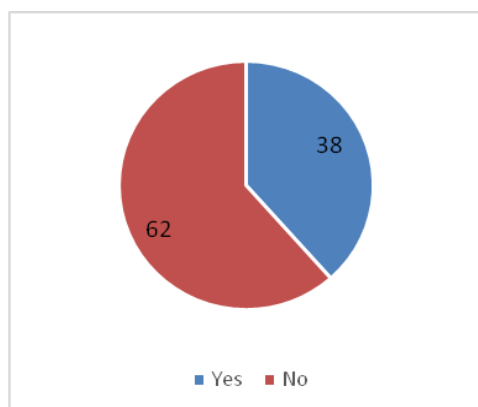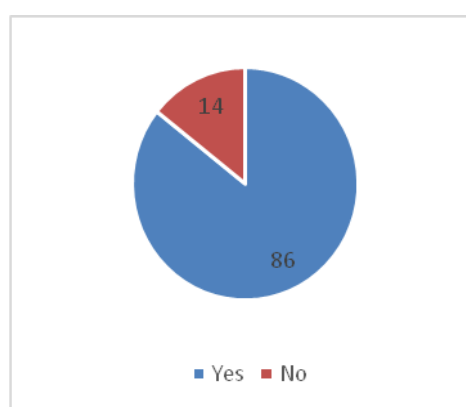ctices in the activities of the community radio stations. Both these components have strong implications of deepening social and institutional sustainability, building linkages with the local communities, and the democratic functioning of the community radio stations. Although 86% stations broadcast programs on vision and mission, 38% did not broadcast any programs on internal governance.

There is also a marked increase in the participation of women at the community radio stations bridging the gap identified by the Baseline Study. It indicates that the community radio stations are primarily dominated by men in terms of the staff. While men constituted 78%, women accounted for only 22%. The gap, judged by the findings **(Annexure 5: Table D)**, has been considerably bridged. Of a current total of 114 full-time staff, women comprise 44%. While parity still needs to be achieved, this is a welcome development.

Likewise, the project activities appear to have been effective in terms of increasing the programs and participation of the marginalized, less privileged and *dalit* communities. It is also reflected in the increased representation of these communities to the staff and volunteers of the community radio stations. However, the question is whether the percentage of increase is sufficient. **Table E (Annexure 6)** which determines the extent of their participation as paid staff and volunteers confirms the need for the sector to deepen their engagement with the less privileged and marginalized. In seven (50%) out of 14 stations, there was no paid staff from the *dalits*/minorities. In one station there was one staff member, two in four stations, and three in two stations. The scenario was similar in terms of volunteer participation where a majority of the stations registered only one volunteer or two out of their total strength. This gap in equity is all the starker in consideration of the overall staff and volunteer strengths of the CRS as demonstrated by the comparison of Tables D and E. While the field interactions indicated awareness of the need, the movement from awareness to action needs to be quick and also to go to scale. Increase in

23

program broadcast alone cannot effectively ensure their active participation.

4.2.3 Role of BNNRC: Strengthening Capacity

The project activities substantially strengthened the BNNRC's organizational and professional capacities as implied by the Baseline Study. These would appear to have been adequately addressed by the training on Project Management, Monitoring & Evaluation, Effective Report Writing, Learning Need Assessment, Financial Management, and Office Management.

4.2.3.1 Developing Key Project Services

The BNNRC's initiatives like its Help Desk, the Community Radio News Agency, and Community Media Website were also effective in strengthening the support communication services to the CRS. Both the CR initiators that the evaluator interacted with confirmed that the Help Desk was especially useful in familiarizing the community radio stations with the culture of community broadcasting, providing technical information on equipment, and in getting started. The BNNRC's efforts to strengthen the Community Radio News Agency and the Community Media Website also served as useful links between the national media/news and the grassroots community radio stations. By hiring the services of a skilled professional, there has been a regular flow of news through the website. Thirteen news items are currently produced and distributed on a daily basis. The response from the structured questionnaire also confirms the utilization and effectiveness of the website. See Figures 11, 12 and 13.
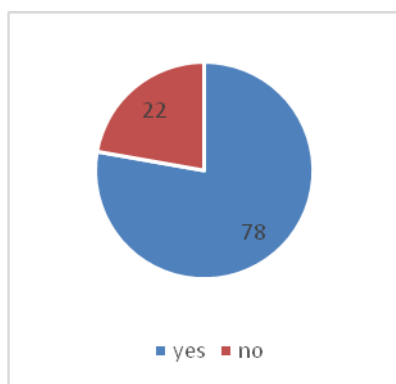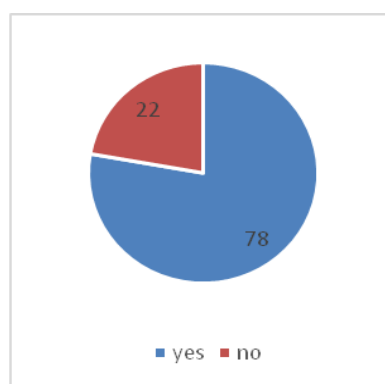

Fig 11: Have you received the community radio?

F ig12: Are you aware of the community bulletin? Media Website?
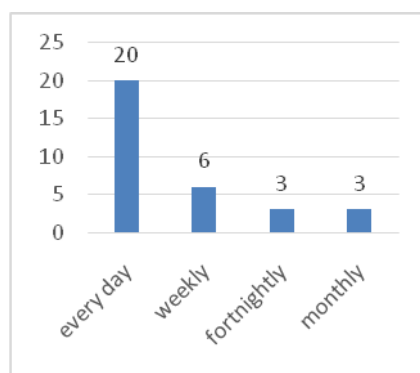
Fig 13: How often do you visit the website?

The above findings confirm that an overwhelming majority of the respondents were familiar with the community radio news bulletin, while 78% were aware of the community media website. The fact that 22% remained unaware of the website underlines the need for more awareness, albeit stemming possibly from the lack of internet accessibility in rural areas. What was significant was that of the 39 respondents, 26 frequented the website on a weekly basis, while 20 of them accessed it daily.

The field interactions with the community radio staff and volunteers demonstrated an unambiguous appreciation of the project and the services provided by BNNRC. All the community radio journalists who were interviewed by the evaluator affirmed the effectiveness of the training in improving their skills.

The BNNRC's credible and demonstrable credentials effectively contributed towards leveraging the project's goal of an enabled and sustainable climate for community radio both in Bangladesh and outside. This is evident both in terms of its engagement with policymakers, INGOs and multilateral agencies. Finally, the effectiveness of the project was also rooted in the collaborative and close working relationship between the implementing partners--the BNNRC and the FPU. While both partners have a long work association, their respective competencies and skill worked well as complements to each other. The FPU provided access to professional and financial resources and BNNRC's strength lay in its local networks. The FPU is also supporting the BNNRC in another project related to strengthening community media in the country. These, along with the BNNRC's other community media activities, have contributed to the overall effectiveness of the project.

4.3 Findings – Efficiency

4.3.1 Numerical Achievement
The data from secondary sources, such as project reports, indicate that numerical targets related to workshops, training programs and program production have been met. (See **Annexure 8,9,10,11** for training and workshop details.) These include as follows.

25

- **Program Production**: One thousand two hundred sixty-four programs against the numerical target of 1,200 were produced and broadcast across community radio stations covering the issues of livelihoods, women's issues, pre-primary and primary education, environment and disaster, health, local governance, land rights, and children's rights.

- **Capacity Building**

  o Capacity Building at Community Radio Station Level: Thirteen different training courses for community radio staff and volunteers across 16 stations were conducted. These were based on both program and skills, and collectively encompassed more than 1,900 participants in 115 batches. The training also encompassed orientation and sensitization workshops for new CR initiators who were assisted through the community radio Help Desk at the BNNRC.

  o Capacity Building at BNNRC Level: Staff members have also attended a range of training programs related to program development, community radio continuous improvement toolkit, MIS, development news, gender-responsive and gender-sensitive communication.

- **Equipment Support**

  o Support at Community Radio Station Level: All operational community radio stations in Bangladesh were provided with appropriate equipment support based on their needs to ensure that they improved their program production and broadcast standards. Accordingly, the stations received four desktop computers, 16 laptop computers, 11 consul mixer machines, 16 printers, 16 modems, and 68 voice recorders.

  o Support at BNNRC Level: The BNNRC was also provided with high configuration laptop computers, digital broadcasting cameraz, and photocopier-cum-scanner.

- **Raising Awareness of Key Advocacy Issues**

  Fourteen community radio stations individually conducted seminars and interactive discussions at their stations for promoting awareness regarding access to information, transparency and accountability, rights of persons with disabilities, marginalized groups, women and children.

4.3.2 Role of Implementing Partners

In substantial measure, the achievement was due to the close collaboration and proactive relationship between the implementing partners. The collaboration between the FPU and the BNNRC was characterized by frequent communication which combined physical visits by the FPU officials to Bangladesh and to the field along with the BNNRC staff. The partners' flexible approach

in terms of scheduling and course correction also helped the project to achieve its numerical targets on time. Their response in terms of rescheduling the program activities in the context of political disruptions was warranted but it demanded both flexibility and capacity to take nimble and quick decisions. The capacity-building inputs provided to the BNNRC team have also contributed to the project deliverables being efficiently met. This was all the more commendable that BNNRC functions with a small team as below:

Name	Designation
AHM Bazlur Rahman	CEO, BNNRC
Kamaruzzaman	Program Coordinator
Syed Kamrul Hassan	Coordinator- Knowledge Management for Development & Capacity Building
Mohammad Seraj Uddin	Coordinator- Finance & Admin
Tamanna Rahman	Project Coordinator, Girl Power Program
Mark Manas Saha	Project Coordinator, Basic English Language /BELFORA
Jahangir Ahmed	Web Manager
Syeda Amena Akter	Accounts Officer
Protiva Banerjee	Program Officer
Sahajul Hossain	Finance Officer
Moni Dey	Office Assistant
Nimai Sen	Office Assistant

4.3.3 Structured Approach

The structured approach of the project has contributed to its efficiency. While the project deliverables were formalized through an MOU between the FPU and the BNNRC, similar MOUs were undertaken between the BNNRC and the community radio stations. This ensured timely implementation of activities and also encouraged a sense of ownership. Complementing this was the timely disbursement of funds both from the FPU to the BNNRC, and from the BNNRC to the CRS. These were also accompanied by periodic financial assessments by the FPU strengthening financial transparency and accountability. The FPU's financial reviews have confirmed that the BNNRC's financial systems maintain high standards of ethics and professionalism. All financial reports related to the project were on track in terms of adherence to timelines. The midterm review commissioned by the FPU was a useful mechanism contributing to the overall efficiency of the project. It also enabled the partners to undertake appropriate mid-course corrections.

4.4 Findings: Impact

Given the just completion of the project, it is premature to determine its long-term impact. However, findings confirm that it has impacted the sector across all levels. While this is welcome, a longer period would have enabled the project to consolidate all its targeted outcomes related to sustainability and audience measurement. Many of the practices that have been introduced through training and program production are new concepts and require more time for their internalization, practice and use. Community radio is relatively young in Bangladesh.

4.4.1 Impact at National/Policy Level

The project yielded significant outcomes in terms of achievements and challenges which confronted the sector. The positive outcomes demonstrated an increase in the awareness and ability of the CRS to respond to the needs of the poor and marginalized communities through inclusive program production and participation. The project focus on strengthening the CRS to organize and broadcast awareness-raising campaigns has also generated more understanding of critical governance issues and processes like the Right to Information. These have also been acknowledged by the policymakers and correlated with the government's efforts to support the sectoral growth through the following initiatives and measures:

1) The period under review witnessed important growth of the Community Radio Stations in the country. The government has approved 16 more licenses to set up stations across the country. The stations are expected to start by the end of 2015.

2) The project impact was recently reinforced by the Minister for Information, Mr Hasanul Haq Inu MP, asserting in the closing ceremony of the project on 28 May 2015 that his ministry would set up community radio stations in each *upazilla* (sub-district). The minister also articulated that the government would consider taking steps for the sustainability and growth of the sector. The steps included limited commercial advertisements, and setting up a community radio fund.

3) The government has already formed an advisory group to formalize a broadcasting policy through formulating the National Broadcasting Act. Significantly, the BNNRC is a member of the group.

However, the sustainability workshop identified formidable challenges pertinent to policy reform for sectoral sustainability to be rooted in *terra firma.* The findings assume additional significance given that 16 more community radio stations are expected to go on air by the end of 2015. They also have specific bearing on the philosophy of community radio as discussed in more detail in the following section.

4.4.2 Impact at Community Radio Station Level

A) **Quality of Programs:** The training imparted so far by the project has created palpable impact on the quality of the programs both in terms of program production and broadcast. Many CRS programs have received awards from multi-lateral, development and government agencies. The period under review saw four community radio stations in Bangladesh being awarded the prestigious UNICEF Meena Award for their "valuable contribution in news and creative media programs on child rights issues." The radio stations are Jhenuk, Pollikontho, Bikrampur, and Borendro.

B) **CR as Platform for Dialogue between Government and Citizenry:** The training enabled the community radio stations to appropriately review their broadcast formats. The emphasis on interactive phone-ins and live programming has enabled the CR to emerge as a platform for dialogue between local government authorities and the communities enabling greater transparency and accountability. Secondary data and field interactions

28

brought up a number of specific cases where the impact has been palpable in terms of scale and resolution. The cases are as follows.

i. <u>Issues Related to Child Marriage:</u> The project reports and field visits confirm that thel majority community radio stations have effectively promoted community awareness that eventually led to actions for preventing child marriages. This is a formidable concern in the communities, especially among the poor and the marginalized sections. All the CRS, evaluated so far, have recorded impressive strike rates. For instance, Radio Bikrampur recorded 35 cases of child marriage prevented by the communities after they had listened to the relevant programs broadcast by the station.

ii. <u>Issues Related to Disaster Preparedness and Mitigation:</u> Many CRS are locationally vulnerable to floods and cyclones. The interactive and dialogue-based programs among the radio stations, affected communities, and the local authorities have enabled the stations to provide a credible platform for rehabilitation and good governance.

iii. <u>Other Relevant Issues:</u> The field interactions and interviews with community radio station staff and volunteers noted other social issues taken up by stations, which created tangible impact on the local communities. The issues included safe practices of agriculture, prevention of excessive use of pesticides like formalin on crops (Radio Mahananda and Radio Borendro), rights of persons with disabilities (Radio Bikrampur), and family planning and safe sex practices (Radio Padma). Gender issues, and the rights of *Dalits* and the marginalized cross cut all interactions.

Underlying these examples was a larger impact. The recognition of the CRS as a trusted, and often the first, contact point for addressing grievances and rights has highlighted the importance of the community radio stations as a credible vehicle for local information on the part of the concerned authorities. This was also substantiated by some of the anecdotal data gleaned by the evaluator during his field visits and provided through two case studies which are detailed in **Annexure 11 & 12.** All the CR reporters and volunteers that the evaluator encountered said that they were respected by the local communities, many of whom perceived them as "local heroes".

C) **Quality of Reporting and Journalism:** The emphasis on capacity enhancement has created visible impact by developing the journalistic and broadcasting skills of the staff, which has reinforced their confidence. All the radio staff members were unanimous in appreciating the training and affirmed their impact on improving journalistic and production skills. Conversely, this confidence has also coincided with the issue of staff attrition. All five radio stations observed that at least two staff members or three had secured employment from private media in the recent past. This merits concern as it impacts human resource stability and increases demand for more training.

D) Increase in Women's Participation: The impact on gender relations has been palpable and the fallouts are evident on various fronts as below:

  i. <u>Number of female journalists:</u> There are more than 64 women currently working as producers or community radio journalists in the radio stations. The impact in this regard was supported by another FPU-BNNRC initiative providing fellowships for women and thereby enabling them to become radio journalists. Operational across all community radio stations, the fellowship program has currently entered its third phase.

  ii. <u>Improved ratio between female and male radio journalists:</u> As pointed out earlier, the project has been effective in lessening the gap between female and male reporters/journalists. While a 50:50 ratio remains to be achieved, the current statistics are markedly better than the baseline study findings. What is also welcome is the greater representation of female radio practitioners across different work categories as indicated in Figure 14.
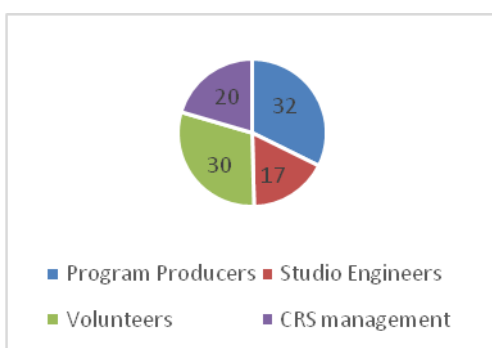
Fig 14: What departments in the CRS have women working in them?

Fig15: At which levels do you plan to engage more women in your CRS?

However, there remain issues of concern which need to be effectively addressed for gender equality. Figure 14 clearly indicates that the women continue to dominate the jobs which are considered to be "softer options" i.e. volunteers and program producers. Only 17% women, were employed as studio engineers. There needs be more equitable levelling of women's participation across all the categories. This is also underscored in Figure 15 which underlines the need for due redressal.

E) Increase in Participation of Dalits and Marginalized Communities: Secondary data (**Annexure 6 and 7**) indicates an increase in the number of *Dalit* volunteers and staff members at the station level. However, their representation is thin in the representation of full-time staff and volunteers. While their presence indicates the beginning of representation, their strength need to perceptibly increase. Data indicate that involving the marginalized has strengthened their involvement and participation in listenership of the stations. **Case studies 3 and 4** described in **Annexure 6** demonstrate the point.

F) Increase in Awareness of Sustainability: While the workshops on sustainability highlighted the challenges confronting the sectoral growth, they also substantially

contributed to the raising of the CRS awareness of issues related to social, institutional, technology, and financial sustainability. These are discussed in more detail in the following section.

4.4.3 Impact on Advocacy and Knowledge Management

The BNNRC's profile and efforts have leveraged the acknowledgement of the project at forums such as SAARC Information Centre, and by apex bodies such as UNESCO Chair on Community Media, Asian Institute of Broadcast Development, Asian Broadcasting Union, and World Association of Community Radio Broadcasters. The BNNRC also organized advocacy and lobbying consultations with the policymakers on the formation of the Community Radio Trust Fund and Community Television. Further, the Network was included as a member of the advisory group to formulate the National Broadcasting Act. Furthermore, Mr Bazlur Rahman, CEO, BNNRC, has been honored as "Press Freedom Hero 2015". Along with the FPU, he received the 2015 Geuzen Medal for promoting freedom of expression. The EU-supported project was formally acknowledged by Dutch Minister for Trade and Development, Mrs Ploemen, "as an example of how media can contribute to poverty reduction and development".

The BNNRC's efforts to strengthen documentation have helped demonstrate and archive the impact of the project. The efforts included:

- compiling and documenting 140 case studies encapsulating the success of the rural community broadcasters (The documentation is currently under publication.);
- publication of a handbook and directory on community radio in Bangladesh;
- publication of 12 community media bulletins;
- establishment of the community media news agency and academy; and
- construction and maintenance of a dedicated website on community media: www.communitymediabd.org.

4.4.4 Impact of Visibility

The high visibility of the project has contributed to meaningfully deepening and scaling up its impact. This was evident both at policy and community radio station levels. In substantial measure, it was because it was also the first community radio/community media initiative of its kind supported by the European Union.

The visibilities of the project were evident at various regional/inter-governmental levels in South Asia such as, International Association for Media Communication Research (IAMCR) Conference in 2014, SAARC Information Centre-AMARC-COL-CEMCA regional meeting in August 2014 in Dhaka, and CR-CIT consultations organised by UNESCO Chair on Community Media in 2013 and 2014. Through the BNNRC's regular community media news bulletins, it has found expression in fora such as CMFE, AIBD, ABU, Global Forum for Media Development, and UNESCO Chair on Community Media. The network also participated in the International

Association for Media Communication Research Conference in 2014 where the prep com deliberated the role of community media in poverty eradication.

The visibility of the project was also noted by the Dutch government when it applauded and recognized the work of the BNNRC and the community radio sector during the presentation of the 2015 Geuzen Medal to Free Press Unlimited.

Equally significant was the impact of visibility at the community radio station level. This was not merely because of the support materials like stickers and brochures which were very much in evidence at the CRS, but significantly because of the interactions and interviews in the field. Most of the field   interactions demonstrated that the listeners and volunteers were aware of the projects, its partners and supporters and the objectives that it strived to achieve. These would appear to have had tangible impact in terms of community groups acknowledging the worth and relevance of the project. The interactions with community listeners in Radio Padma provided powerful insights in this regard.

During the discussions at Radio Padma, the listeners/volunteers articulated that the project and the work of all the partners were well known at various levels of the community. These included local authorities, educational institutions as well as service institutions. Especially inspiring was the account from a few volunteers and community reporters that the project and its work were even recognized by the local prison authorities and prisoners. To substantiate the point, the reporters shared feedback from a prisoner who had expressed his gratitude to the station through an etching which he had carried out. (See Annexure 17 for details) The etching clearly reveals the impact of the radio station through the prisoners sitting around, listening and even giving thanks to the radio through prayers. The community reporters also pointed out that usually communication through letters was not encouraged, but the credibility and visibility of the project encouraged the prison authorities to share the correspondence. Such impacts, through visibility, are rare and profound to say the least!

Interactions at other stations like Radio Bikrampur and Borendro also confirmed that the visibility of the project made it well known to local civic and government authorities reinforcing its credibility and impact.

4.5 Findings – Sustainability
The outcome indicators on sustainability involved evaluation of two specific activities:
   a) development of a sustainability strategy for Community Radio in Bangladesh; and
   b) strengthening of the BNNRC's sustainability through appropriate capacity building and appropriate support.

Sustainability Strategy for Community Radio: The sustainability strategy as designed and developed by the Indian NGO, Ideosync highlights fundamental issues which concern the overall sustainability of the sector in Bangladesh. The strategy and the sustainability workshop reports reveal a dual scenario – the implications of which are discussed below:

In the immediate context, both the strategy and the workshop reports indicate positive dividends in terms of social and institutional sustainability. These are also reinforced by other project documents, data and field interactions related to program development, training and production which overlap with sustainability issues and which have been given due cognizance below.

However, it is the long-term implication on sustainability as articulated by the workshop participants and the strategy which merit substantial and urgent consideration. Many of these are structural in nature and raise fundamental questions pertinent to policy reform, community participation and management, revenue generation and donor dependency. Their criticality assumes significance given that the sector is poised for an imminent expansion in terms of the number of community radio stations in the country. They also impinge on the philosophy of what constitutes the essence of community radio and international stands of practice. Specifically, these challenges are rooted in the core principles of community radio sustainability - social, institutional and policy, and financial - and are critiqued accordingly.

4.5.1 Social and Institutional Sustainability

On the positive side, the findings on effectiveness and impact with regard to program, training and production indicate the deepening, albeit limited, of community awareness and participation with regard to the functioning of the community radio stations. Data on overall volunteer strength across community radio stations indicate that most community radio stations have solid volunteer banks. While disaggregated data of volunteers per station was not available, a recent task of compilation undertaken by the BNNRC in June 2015 indicated a total volunteer strength of 764 across all operational community radio stations. Significantly, there were more female volunteers (393) than the male ones (371). This reinforces a similar finding of the Baseline study. Figures 16, 17, and 18 reinforce an increase in the awareness of issues related to gender equity at the station level. Figure 16 confirms that most community radio stations have a gender policy while Figure 17 asserts that an overwhelming 95% of the respondents are familiar with the policy.
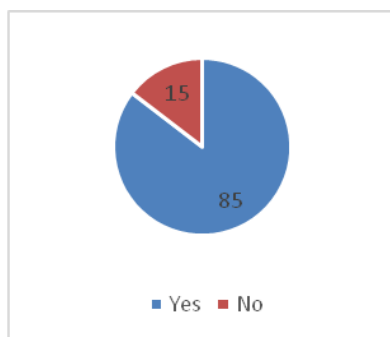

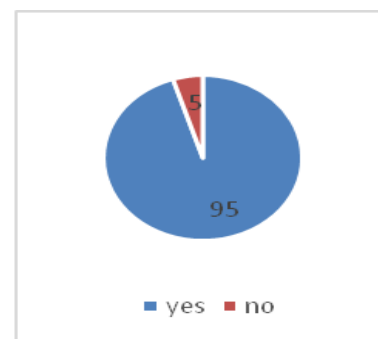**Fig 16: Does your CRS have a gender policy?**

Fig 17: Are you familiar with the CRS?

33

The findings on marginalized and minority representation in terms of staff and volunteers have also shown a small increase as indicated in Table E. (**Annexure 6).**

However, the increase is far from being adequate. In fact, the data reveals that many stations do not have staff from the marginalized communities. The evidence is further strengthened in Table F (**Annexure 7)** which enumerates the numbers of marginalized community members in the station management committees. Out of 15 stations that responded to the survey, nine indicated that they had no marginalized community members in their management committees, one indicated "NA" as a response, three had single members, one station had two, and one station registered three as a response. The gap becomes even more glaring in considering that even when there is representation, it is far from adequate when compared with the overall numerical strength of the committees.

Many of these gaps are corroborated and reinforce the observations of the sustainability strategy as well as the outcomes of the sustainability report. As the strategy has noted, a critical challenge lies in the increasing "ngo-ization" of the sector. This has increased the vulnerability of the community radio stations reflecting the priorities of the NGOs rather than the communities as we see in Indian context. At best, this will promote a sector where the community radio stations will be *for* the community, rather than becoming *of* and *by* them. Therefore, there is a need for the sector in general and the community radio stations in particular to re-examine how they are set up and ensure that the design involve the active participation of the local communities.

Underlying this point is the larger issue of representation which is reflected, as specified in the sustainability strategy, in the institutional design. The number of volunteers, minority groups, etc, by themselves, cannot effectively address the issue of social sustainability. The crux of the issue lies in the quality of their participation. As determined by the sustainability strategy, these warrant two key criteria:

1) the participation of community members not just as a voice in the programs or as talents on the radio shows but through an engagement for setting the agenda to be followed by the CR station in terms of its overall programming and broadcast strategy; and

2) the participation of community members at the CR management level to develop and design internal ethical policies and guidelines including volunteer and staff policies and also commenting on resources and budgets.

As pointed out earlier, the field interactions with the community radio stations have underlined these shortcomings.

These lacunae are also outlined in the sustainability strategy which observes that, "as institutions, CR stations are reporting to the 'mother' NGOs and there is lack of transparency within the institutions. Institutional structures are hierarchical in most CR stations with roles and responsibilities of various people including the members of the management committees not openly articulated.

Admittedly, there have been a few positive developments in this regard. The evaluation noted that all CR stations have their own bank accounts. Field interactions indicated that many listeners were not aware of how the radio stations were run. While the stations appear to manifest a hierarchical structure, the strategy data reveals that the specific roles/responsibilities of the community members were often not clear.

The field interactions also revealed that audits of community radio have not been carried out by the stations aggravating the communities' lack of awareness of financial issues. Interestingly, interactions at two community radio stations, Radio Mahananda and Radio Padma, revealed that quite a few listeners were inclined to contribute to the well-being of the CRS if needed. A more fundamental gap is related to the absence of bylaws in community radio stations. There was also no evidence of data or survey relating to audience measurement. These point to the need for strengthening the accountability mechanisms on the one hand, and the systems need to be put into place on the other to ensure that the community radio station is rather accountable to the local community than the NGO or the community reporter. Equally, there would appear a need for the stations to have vision and mission statements that are conceptualized and formulated through community consultations rather than reflecting synergy with the NGOs.

4.5.2 Technology/Equipment Sustainability

Interactions at the CRS indicated that the project support in terms of equipment addressed the urgent need. Many staff members at radio stations Padma, Bikrampur and Borendro pointed out that increased hours of broadcasting had underscored the need for more recording equipment. A positive development in this context was the increased engagement of local service engineers as substantiated in Figure 19. This is a useful development given the vulnerability of equipment breakdowns during floods and cyclone.
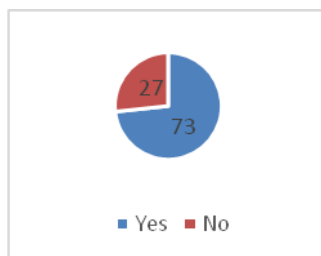
Fig 18: Does your CRS engage the local service engineers?

A cross-cutting need that emerged across all field interactions was linked to increasing transport facilities. Many staff members and volunteers articulated the need for access to two wheelers. This would support the community reporters (especially women) to reach their target communities easily. All the community radio stations which the evaluator visited recorded their appreciation of equipment support from the EU and the implementing partners—the FPU and the BNNRC.

35

4.5.3 Financial Sustainability

The findings of the sustainability workshop, underscored by the observations of the sustainability strategy, highlight the preoccupation of most CR practitioners and reporters with finances and revenue. According to the sustainability workshop report held in Dhaka with the 14 community radio stations, the "sustainability was equated with financial sustainability by most CR practitioners and reporters that attended this training. CR reporters as well as managers were extremely preoccupied with concerns regarding resource mobilization especially for paying CR staff and volunteers." If this is predictable in an NGO model, it raises urgent questions regarding the logistical viability of community radio stations apart from being inimical to the fundamental principles of community radio.

The responses gathered so far substantiate these findings and are demonstrated in Figures 19, 20 and 21. (It needs to be noted that the figures are based on approximations provided by the community radio stations.)
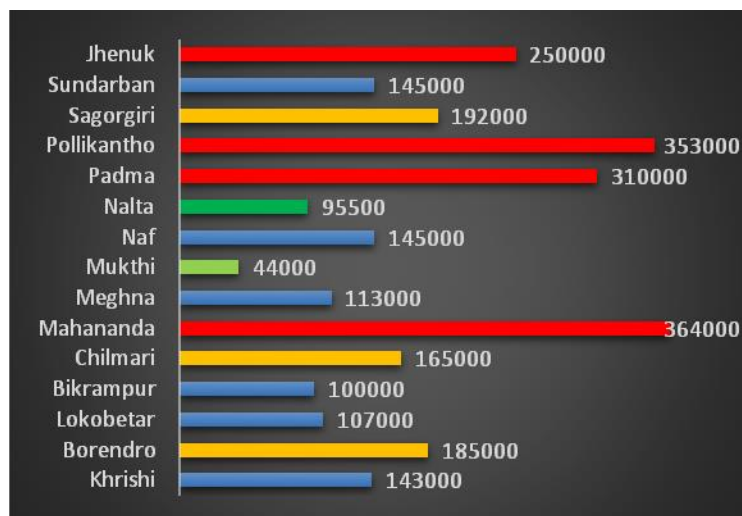
Fig 19: Overall cost per month - CRS
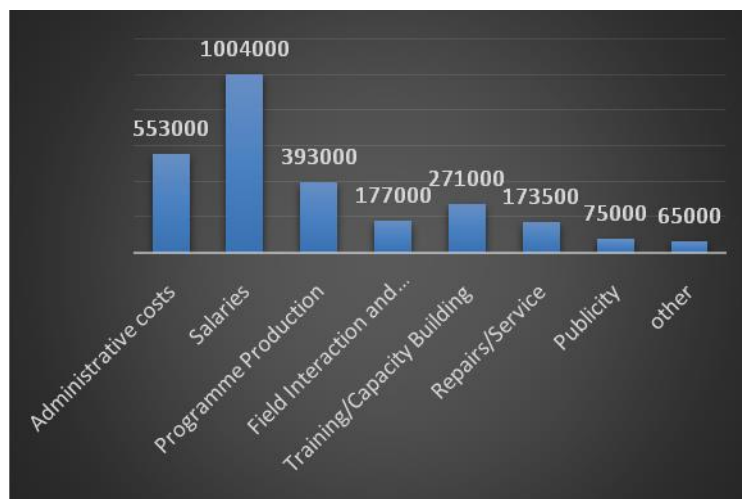
Fig 20: Total amount spent on each category per month

From the data available, salaries constitute the highest level of expenses followed by administrative costs and program production costs. Field interactions and community meetings occupy a mid level expenditure along with capacity building. At the lower rung are equipment repairing and publicity costs. Table G (**Annexure 13**) presents income and expenses data for 10 radio stations during the month of April 2015. The implications of the gaps are shown in Figure 21.

Average monthly income vs average expenses

160,750

151,841
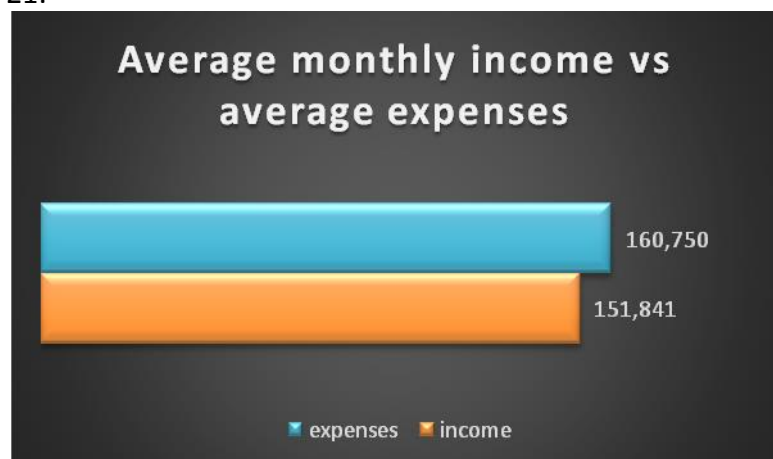
expenses income

Fig 21: Average monthly expense v/s income. April, 2015

While Figure 21 indicates that the gap between income and expenses may not appear substantial, the data suggests that on an average, stations are dependent of funds for 94% of their expenses. This is a matter of concern as it enhances the institutional vulnerability due to donor dependency which in turn points to dependency on the parent NGOs, donors and government grants. Therefore, there seems to be a need for more income-generating activities to be carried out by CR stations. The stations should also energize efforts to explore the existing government grants/schemes like the Palli Karmo Shayak Forum (PKSF) which allocates loans of upto Rs 7,000,000 at a nominal interest rate of only one per cent. So far, only three CRS: Radio Sagar Giri, Radio Mahananda, and Radio Jhenuk have availed the loans from the PKSF.

The survey findings, therefore, validate the recommendations outlined by the sustainability strategy which underline the need for the following:

Reduction of operational costs: This warrants an appraisal of salary and production team structures. By employing community members as staff and initiating the practice of unpaid volunteers who contribute their time, the community radio stations could reduce their costs substantially. The stations also need to advocate and encourage community participation either through provision of local community spaces or contributions. This is also likely to foster greater ownership of the stations for their wellbeing. Community radio stations also need to develop internal policies for enabling local advertising and funding. Besides establishing the diversity of funding sources, such initiatives are also likely to strengthen the accountability of community radio stations to the local community.

37

Policy Sustainability: In the immediate context, community radio stations would appear to have benefitted from the government inclination to promote an enabling environment for the sector. This is also borne out by the numerical growth of community radio stations in the country. While another 16 community radio stations are likely to become operational by the end of 2015, the Information Minister, Mr Hasanul Huq Inu, has gone on record affirming the efforts of his ministry to set up and promote community radio stations in every **upazilla** (sub-district). However, these intentions cannot reap the desired dividends and spawn a sustainable sector unless they are accompanied by substantial policy reform. In this context, the sustainability strategy has succinctly outlined both the restrictions in the current policy and also enumerated specific areas of policy reform. The strategy provides a comprehensive basket of proposed reforms in keeping with the international principles of community radio. These include:

1) content issues including provision of news broadcast and the need to permit local news;
2) eligibility criteria broadening the scope of organizations and legal entities like self-help groups and others apart from the NGOs;
3) removal of the requirement of having local government officials on the advisory board;
4) removal of import restrictions on community radio technology and equipment;
5) reduction in license application fees and de-license under 10 watt transmission;
6) creation of an independently managed community radio fund supporting issues related to equipment, capacity building, and self -assessment mechanisms;
7) promotion of systems strengthening accountability between the community radio stations and the communities;
8) broadening the scope for local funding and revenue generation by enabling community radio stations to raise funds from local resources;
9) reservation of spectrum for community radio ensuring that a minimum quantum of spectrum is always available for community radio; and
10) allowing mobile transmission during the times of natural calamities and disasters.

In addition, the government should also detail an advertising code specifying a rate structure based on the principles of equity and inclusiveness.

4.5.4 Sustainability at BNNRC level

The evaluation study has noted an overall growth in BNNRC's stature, organizational capacities, and subject matter knowledge and project management ability. These augur well in terms of enabling human, institutional and financial sustainability. The training outputs of the project were useful in strengthening the BNNRC's organizational and project management capabilities. Relevant staff members of the BNNRC always participated in the training courses organized at the community radio station and community levels. This deepened knowledge in organizational domain.

The BNNRC will soon establish its own office space thereby strengthening its intuitional and infrastructural sustainability. The project activities also strengthened BNNRC's equipment

infrastructure to support its documentation and production work. The organization has broadened its programmatic mandate to encompass community media with its specific emphasis on community television and film. The overall project-related sustainability has also been strengthened by the FPU's commitment to continuing support.

Through the project, the BNNRC has consolidated its position as a key advocacy and network player for community radio and media across the South Asian region. The BNNRC CEO is currently on the Advisory Board of the CR NEWS, a tri-annual newsletter, on Community Radio across the South Asian Region.

5.0 CONCLUSION: OUTCOMES vs FINDINGS

The findings demonstrate that the EU-supported FPU-BNNRC project, **"Pioneering Connecting and Empowering Voices of Change to strengthen Community Radio in Bangladesh to Fight Poverty and Promote Development"** has been successful in reaching its overall goal.

The findings indicate that the project has substantially realized its outcomes as stated below:
- increase in quality content (program) production on issues of development and poverty reduction including women rights, health, land rights, good governance, right to access to information, fight against corruption, and education;
- advocacy and awareness raising on the importance of community radio for inclusion of weak and marginalized groups and promotion of the Right to Information (access to information) as a vehicle to fight corruption;
- facilitation of dialogue between communities, local and national governments strengthen transparency, accountability and good governance; and
- strengthening community radio sustainability in Bangladesh.

Towards this end, it has also successfully accomplished the requisite output indicators (specified below):
- production and distribution of radio programs on poverty reduction (1200);
- capacity building training for all operational radio stations;
- awareness raising campaigns (at least 8); and
- development of a sustainability strategy for Community Radio in Bangladesh.

A. Despite the resonance of the project activities across all stakeholders, the evaluation findings noted a few disparities and gaps at the field level that need to be bridged. These relate primarily to community participation, audience engagement, and sustainability gaps. Notwithstanding the efforts to improve feedback mechanisms, there is no evidence of the structured mapping of audiences at the community radio station level. There is also a specific

need to develop an understanding of audience listening habits. A dedicated and focused exercise in this regard needs to be urgently undertaken in this regard.

B.   A longer timeline would also have been useful in terms of comprehensively addressing audience measurement as well as consolidating the sustainability strategy in terms of implementation.

C.   The training outputs of the project have tangibly improved the quality of programs and contributed to a better understanding of community practices. They led to a more informed and professional category of community radio journalists and reporters. The training inputs in the areas related to new media, gender and management practices have been especially popular. Equally positive has been the emphasis on the local training as well as peer–to-peer exchange visits. These have contributed towards strengthening the ownership processes.

D.   There is a need for follow-up training at all levels across the community radio stations. Apart from the fact that several training subjects were new, feedback has also indicated the need for overall and in-depth follow-up. Follow-up training on sustainability is crucial given the current gaps (as identified by the sustainability strategy) related to social, institutional, financial and policy sustainability.

E.   More in-depth training is required for improving management practices and structures. Community radio stations need to put bylaws in place within their constitutions. These need to be appropriately implemented.

F.   The training and program production outputs of the project have tangibly improved the participation of women at all levels – audience, staff and volunteers. Most community radio stations have a gender policy. However, disparities in levels of their participation persist. Women's participation continues to be more visible in "softer" work areas like volunteers and program producers as against studio and sound engineers. This needs to be rectified.

G.   Despite appropriate sensitization training as well relevant program production on marginalized issues, gaps in the participation of the marginalized are evident. There is an urgent need to promote more equity in the representation of the marginalized communities in staffing, volunteer and management policies of the radio stations.

H.   Project activities have substantially demonstrated the emergence of the community radio station as a credible platform promoting dialogue, transparency and accountability between the local authorities and the communities/citizenry. The CR stations have also emerged as crucial contact points for the poor, marginalized and local audience to address their grievances and needs. There is an increasing evidence of program broadcasts impacting the prevention of social evils such as child marriage and promoting accountability mechanisms for commitments made by local authorities. The data shows tangible evidence in this regard across a number of issues including disaster mitigation, persons with disabilities, women and child rights, *dalit* and marginalized issues and land rights. The programs have also been

effective in enabling the communities to understand the importance and use of the Right to Information.

I.   The Community Media Bulletin and the Community Media website have tangibly facilitated improvement in the linkages between the national media and the community media. It has also promoted networking between amongst the CR stations.

J.   The project activities have substantially strengthened the BNNRC's organizational and programmatic sustainability.

K.   There is an urgent need for policy reform addressing issues of sustainability as articulated by the sustainability strategy.

L.   Finally, the evaluation appreciates the high level of visibility the project activities have generated not only within the community radio sector but also amongst the government, NGOs, multi-lateral and development agencies as well as inter-governmental bodies. This is also demonstrated by the government decision to award 16 more licenses for community radio as well as its initiatives to make the policy more enabling.

5.1 Findings (Unanticipated)

The successful realization of the overall objectives of the project was substantially due to the high profile, efficiency and commitment of BNNRC, its primary implementing partner. It leveraged and deepened the capacity-building and program production initiatives as well as the policy issues through collaborative alliances which were outside the planned activities. These included:

1)   *Deepening efforts to strengthen Community Radio measurement through collaborations with the UNESCO Chair on Community Media (2013-2014) and CEMCA (2015):* Subsequent to the CR-CIT training for Bangladesh community radio stations, the BNNRC has forged its partnership with CEMCA to produce a Bengali version of the CR-CIT training manual.

2)   *Deepening and developing equipment sustainability for Community Radio:* As a part of UNESCO's IPDC support, the BNNRC managed to distribute appropriate funds across 12 community radio stations in the country to enable them to purchase a back-up transmitter.

3)   *Scaling initiatives to deepen Community Radio's impact on gender equity and the girl child:* The BNNRC-FPU Women's Fellowship program has now entered its 3rd phase. Complementing this effort has been the BNNRC's partnership with Plan International (a development agency) to develop the Girl Power Program (2011-2015) which promotes awareness through production of relevant programs and appropriate training.

4) *Developing the role of Community Radio in raising awareness of disability rights:* The BNNRC collaborated with Sight Savers International to produce and broadcast a series of programs on disability rights and highlight the existing schemes and facilities.

5) *Developing the role of Community Radio as a tool for teaching English language:* The BNNRC entered into a partnership with American Center (Dhaka) to promote fluency in English language skills for rural audiences at the end of 2012. Initially restricted to a single community radio station, its effective implementation saw the second phase being replicated by five community radio stations. The project has recently entered its third phase.

6) *Collaborations with the Bangladesh Government to deepen community radio and promote community television in Bangladesh:* The BNNRC's continued advocacy efforts have encouraged the Ministry of Information to take the initiatives to deepen community radio through considering the viability of a community radio support fund. The Network is also a part of the advisory group set up by the Ministry to develop the National Broadcasting Act.

5.2 Conclusion and Overall Recommendations

The project has demonstrated its success in reaching its overall goal. The evaluation recommends that support be continued and appropriately scaled so as to include the 16 new community radio stations. This would ensure both continuity and development.

5.2.1 Recommendations for the CRS

A. The project activities have indicated that community radio in the country has moved from awareness to consolidation and growth. However, these activities need to be sustained. Community radio is relatively young in Bangladesh and many of its practices are new. There is a need for follow-up initiatives in training and production at all levels of the CRS in order to ensure the overall sustainability and growth of the sector.

B. Community radio stations need to strengthen their knowledge of local communities and their listening habits. Consolidated mapping and measurement of audience reception and listening needs to be undertaken at the CRS level. This should be periodically reviewed.

C. The CR stations need to demonstrate quality assurance standards. The CR-CIT training needs to be followed up through appropriate implementation. All CR stations need to have constitutions with appropriate bylaws.

D. The sustainability strategy has outlined the structural gaps in the sectoral growth – especially with regard to social, institutional, technology, policy and financial sustainability. It has enumerated a comprehensive checklist and guidelines to promote sustainability in all these areas. These need to be implemented by the CRS and reflected in their constitutions and daily practices.

E. In order to facilitate this process, a series of sustainability workshops, as described in the sustainability strategy, need to be initiated and implemented at the CRS level.

F. In order to address financial sustainability, the CR stations need to move away from relying primarily on donor support and consider a basket of other options including diversified funding, and different models of ownership such as cooperatives and local governance institutions. The recommendations of the sustainability strategy in this regard assume relevance both at the CRS and policy levels.

G. In line with the recommendations of the sustainability strategy on financial sustainability, community radio stations need to be less financially dependent on their "mother" NGOs. While the latter should facilitate "seed grants" to the CRS, they also need to build their capacities to generate funding and resource mobilization.

H. There is a need for greater democratisation in the functioning of CRS ensuring the primacy of the local community. Appropriate follow-up training is required in this regard. While community participation is an essential ingredient in these workshops, Community Radio Initiators need to be appropriately sensitized so that they implement appropriate mechanisms that guarantee democratisation.

I. Community radio stations need to improve their networking skill sets and forge alliances/partnerships with other stakeholders. These include collaborations between the CRS and the local movements, as well as other developmental players, such as the government and the media.

J. Improvements in the standards of community radio journalists notwithstanding recent trends indicate the vulnerability of attrition. In part, this vulnerability stems from the composition of the staff –many of whom are students and who do not belong to the local community. There is a need for appropriate policies ensuring that the marginalized and local community members are given employment priority in the community radio stations.

K. The training and workshops have contributed substantially to program sustainability. However, these need to be substantially deepened by greater community participation and by ensuring the centrality of the community both at the design and implementation levels. The Community Learning Program (CLP) needs to be explored by CRS. Exploring linkages with agencies like the CEMCA and UNESCO that are supportive of the CLP also merits consideration.

L. The findings have demonstrated the value of decentralized and peer-to-peer training. This needs to be strengthened and deepened through the cross-country exposure/exchange visits among the CRS personnel in Bangladesh, India and Nepal.

M. There is a need for consolidating both process and project documentation. Many practices are new. If the "process" is shared in the public space other actors might also be motivated to participate.

N. There is a need for deepening the networking and build linkages between community radio stations and other development players including social movements, development agencies, government and media. The Community Media website and the Community Media Bulletin should expand their scopes and reach to include these players within their networking ambit. These platforms could also be further developed to share the best practices that exist in CR stations like volunteer policies, community engagement practices and equipment guidelines for staff, volunteers, etc.

O. The CR stations need to be given follow-up training on practical approaches towards strengthening sustainability mechanisms. Specifically, this would warrant an understanding of different practices and models of ownership like the co-operative models in Nepal and India.

P. The CR stations in Bangladesh should also deepen their networking with those in Nepal and India by developing and forging alliances with online platforms like Community Media Manch as well as fora like the South Asia Network for Community Media.

Q. There is a need for an in-depth research study on CR sustainability as a useful complement to the sustainability strategy.

R. The CRS in Bangladesh should use the Sustainability Guidelines developed by Ideosync Media Combine as a part of the sustainability strategy as a critical Resource Guide.

5.2.2 Policy Recommendations

A. The government needs to initiate an appropriate policy reform to enable the community radio sector in Bangladesh to conform to global standards and principles.

B. Towards this end, the Sustainability Strategy has enumerated and analyzed the specific areas of reform which need to find implementation. These include the following:
   1) content issues including the provision of news broadcast and the need to permit local news;
   2) eligibility criteria broadening the scope of organizations and legal entities like self-help groups and others apart from the NGOs;
   3) removing the requirement for local government officials on the advisory board;
   4) removing import restrictions on community radio technology and equipment;
   5) reducing the license application fees and de-license under 10 watt transmission;
   6) creating an independently managed community radio fund supporting issues related to equipment, capacity building, and self-assessment mechanisms;
   7) promoting systems strengthening accountability between the community radio stations and the communities;
   8) broaden the scope for local funding and revenue generation by enabling community radio stations to raise funds from local resources;
   9) reserving spectrum for community radio ensuring that a minimum quantum of spectrum is always available for community radio;
   10) policy requirement for special attention to emergency radio and also considering the case for mobile transmitters in the event of emergency broadcasting during the times of natural disasters and calamities *The examples of Doko radio in Nepal, or suitcase radio in Fiji could also find relevance in Bangladesh.); and
   11) formulating an enabling advertising policy with a specified rate and time structure. (The current policy allows development advertising, but it is not clear on what constitutes development advertising or what the advertising rates should be.)

44

5.2.3 Recommendations for BNNRC

A. The project has confirmed the BNNRC's proven credentials in community radio training, production and research. These could be leveraged outside Bangladesh as well.

B. The project has substantially strengthened and deepened the BNNRC's relationships with NGOs and community radio stations across Bangladesh, especially at the rural level. These could be effectively leveraged to deepen the Network's more recent work in community media and community television.

C. The project findings have emphasized the need for developing localized training and communication material in *Bangla*.

D. The projects findings have emphasized the need for more research and documentation. The BNNRC could consider developing its Community Media Academy and explore collaborations with appropriate academic/research institutions to take this forward.

6 .0 ACKNOWLEDGEMENTS

ANNEXURE 1: STRUCTURED QUESTIONNAIRE

Number of Respondents: 41 comprising CRS staff, volunteers and listeners across 15 CRS

1) Did you take part in the training regarding the community radio continuous improvement toolkit?

   ☐ Yes   ☐ No

2) Was CR-CIT useful for measuring the work at your radio station?
   ☐ To a very large extent
   ☐ To a large extent
   ☐ To a small extent
   ☐ Not at all

3) Have you used the toolkit to examine your radio station?
   ☐ Yes   ☐ No

4) How useful was the training for your community radio station?
   ☐ To a very large extent
   ☐ To a large extent
   ☐ To a small extent
   ☐ Not at all

5) Which part of the training was more useful for you? (Rate within 1 to 10. 1 is maximum and 10 minimum)
   ☐ News Production
   ☐ Program Format
   ☐ Editing
   ☐ Audience Response

6) How many among all the employees in the CRS are women?

7) Which are the departments in the CRS that have women participating them? :
   ☐ Programme producers
   ☐ Studio Engineers
   ☐ Volunteers
   ☐ CRS management committee

8) Do you plan to engage more women in your CRS? At which levels?
   ☐ Studio Team
   ☐ Reporters/Producers

47

☐ Voluntary Work
☐ Organising/Management Committee
☐ Other: (please describe**)**

9) What would you say are the most important reasons to engage more women in your CRS?
Please also rank your reasons (from 1 to 10) where 1 is most important and 10 = least important
(Please fill below)
        ☐ Program Director
        ☐ News Editing
        ☐ Reporting
        ☐ Foundation
        ☐ Technical Side

10) Does your community radio have a gender policy?

       ☐ Yes   ☐ No

11)   Are you familiar with the community radio gender policy?
       ☐ Yes   ☐ No

12)   Is the CRS policy useful for your   station?

       ☐ Yes   ☐ No

13) For which particular department do you want to employ more women in your radio station?
      ☐ Program Direction
      ☐ News Editing
      ☐ Reporting
      ☐ Foundation

14) What is the team strength of your radio station?

15) How many voluntary workers do you have?

16) Among all the voluntary workers, what is the ratio of male and female?

17) Did the training in any way help to keep poverty away in the radio   station?

      ☐ Yes   ☐ No

18) Have you received the community media bulletin?
      ☐ Yes   ☐ No

19) Are you aware of the website www.communitymediabd.org?

      ☐ Yes   ☐ No

20) How often do you visit the website?

      ☐ Every Day

      ☐ Weekly

      ☐ Fortnightly

      ☐ Monthly

ANNEXURE 2   PRIMARY & SECONDARY INFORMATION DETAILS

Secondary information comprised project reports, partners'/consultants' reports and workshop reports and relevant communication l material related to BNNRC's community media activities. They also encompassed data provided by community radio stations as well as relevant reports of other stakeholders. Annexure 16 provides details of the reports. These included:

1) EU Project Activities Interim Narrative Report 2013
2) EU Project Activities Interim Narrative Report 2014
3) Baseline Study conducted by Change Maker on "Pioneering, Connecting and Empowering Voices for Change
4) Strengthening BNNRC and Mobilizing Stakeholders for Community Media (January 2011-May 2014)
5) Project Proposal
6) BNNRC Annual Report (2013)
7) BNNRC Annual Report (2014)
8) Training and Workshop related documents
9) Case studies from the field.
10) National Strategy for the Implementation of Community Radio Installation, Broadcast and Operations Policy in Bangladesh
11) Radio in Bangladesh: Growth, Decline and Transformation from Bangladesh's Changing Media Landscape: From State Control to Market Forces

Primary information comprised information that was gleaned and collected during the evaluator's field visit phase (May 21st –May 31st).   It included in depth interviews and focus group discussions with all stakeholders including volunteers, staff and representatives of community radio stations, partners, government and community radio experts. These included:

A) Stakeholder representatives with whom the Evaluator interacted in Dhaka

1. All **BNNRC staff,**
2. **FPU** Program Manager South and South East Asia, Ms **Dessi Damianova**.
3. **EU** Representative, Ms **Francesca Ciccomartino**

In addition, the evaluator had discussions with **Mr Martuza Ahmed**, Hon'ble Secretary Ministry of Information, Government of Bangladesh and **Mr Kazi Akhter** Uddin Ahmed, Director General (Additional Secretary) Bangladesh Betar and Chairperson Community Radio Related Central Monitoring Committee, Ministry of Information, Government of Bangladesh, at the Project's closing function on May 28th, 2015 at Dhaka. Subsequent to these interactions, the evaluation also involved skype conversations with BNNRC staff.

B) Stakeholder representatives with whom the Evaluator interacted at the CRS

1.   RADIO PADMA

A) Listeners & Volunteers
Laisha Haque- Listener
Dalia Parvin- Volunteer
Fahmida Afrin- Volunteer
Abrar Shair- Listener and Volunteer, *Ex- Station-in-Charge, Radio Padma. He is working at Channel-24(TV Channel) as Rajshahi Correspondent. This apart, he works with Radio Padma on the basis of need.*
Md Nazrul Islam- Volunteer
Siraj- Listener
Syeda Masnuna Rumi- Listener
Mst Khusista Kamria Banu- Listener
Aduri Mardi-Fellow (Dalit Community)
Chobi Soren-Fellow (Dalit Community)
Nusrat Sharin Mohona- Listener
Mohd Shah Alam- Listener

B) Full Time Members of Studio Team
1. **Asad Akanda**-Sound Editor
2. **Priyanka**- Sound Editor
3. **Rubel Mahbub**-Assistant Broadcast Manager

2. RADIO MAHANANDA
A) Listeners & Volunteers
Minhaz - Listener, *Occupation/Profession-Student*
Probir – Listener,*Occupation/Profession-Student*
Jahangir- Listener,*Occupation/Profession-Casual labour*
Sobuj – Listener,*Occupation/Profession-Casual labour*
Md Roky – Listener,*Occupation/Profession –Student*
Jubayen – Volunteer ,*Occupation/Profession –Student*
Abbas   - Listener,*Occupation/Profession-Agricultural Worker*
Firoj – Listener,*Occupation/Profession –Student*
Shamal – Volunteer,*Occupation/Profession-Cultural Activist (Saontal, one of the tribal groups)*

B) Full Time Members of Studio Team
1. Rezaul Karim, Technical Officer
2. Nayan Ali, Technical Officer
3. Shymol kumar Barman, Technical Officer
4. Tahmidur Rahman-Assistant Producer

3.   RADIO BORENDRO
A) Listeners:

51

Dil Afroza,*(Profession/Occupation – Community)-House Wife*
Mahbuba Begum*(Profession/Occupation – Community)-House Wife*
Deyan Nuruzzaman*(Profession/Occupation – Community*)-*Small Business Man* **Volunteers and Studio Team**
Raifat Hossain Shobuj-Producer, *Student*
Jasya Nasrin--Producer, *Student*
Md Nuruzzannabi Rasel-Volunteer, *Student*
Mastafizun Rahaman Golap-Volunteer, *Student*
Sharina Sultana Jui-News Editor, *Student*
Jaodul Alam Polin-Volunteer, *Student*
Md Masqurul Islam- Technical in-charge, *Student*
Md Abu Rajhan Raishal-Volunteer, *Student*
Md Sayed Mortaza-Volunteer, *Student*
Md Raifuz Humayun Khan-Volunteer, *Student*
Most: Naznin Naheri Shimu-Producer, *Student*
Maanvi Yeasmin Shammi-Volunteer, *Student*
Eisrat Jahan Anil-Volunteer, *Student*
Reena Hariduar-Fellow (Dalit), *Student*
Shubrata Sarkar-Station Manager

B)   Full time   Studio Team :
   1. Md Masqurul Islam- Technical in-charge
   2. Mostafizur Rahman Golap- Assistant Technical in-charge
   3. Mohammad Kazirul Islam Kajal- Assistant Technical in-charge

ANNEXURE 3: FIELD INTERACTIONS AND PROGRAM SCHEDULE FOR DATA COLLECTION IN BANGLADESH 21-31 May, 2015

Date & Day	TIME	Work location	Activity Description
21 May Thursday	4-30 P.M.	Dhaka/Dhaka Airport ,Ambrosia and BNNRC office	Arrival/reception Boarding at Ambrosia Meeting with BNNRC CEO, Mr Bazlur Rahman
22ND May	WHOLE DAY	BNNRC Office, Dhaka	Introduction with BNNRC staff at BNRNC Office Compilation of Relevant secondary data
23 May Saturday	FIELD TRAVEL	Dhaka to Rajshahi (Radio Padma)	Visit and meet Radio Padma staffs and listeners Night stay at Rajshahi
24 May Sunday	WHOLE DAY	Rajshahi, Chapainawamganj, Naogaon, Bogra	Move to Chapainawabganj/ Radio Mahananda Visit and meet Radio Mahananda staffs and listeners Visit and interaction with Radio Borendra staff and listeners, Naogaon Brief stop over at Radio Mukti, Bogra
25 May Monday	10 A.M BNNRC,FPU and EU Meeting at EU at 4-30 A.M	Dhaka	Return to Dhaka. Meeting with Dessi Damianova, FPU at BNNRC office Meeting with EU representatives
26 May Tuesday	9-00 A.M.	Dhaka	Data Compilation and follow up interactions with BNNRC staff
27 May Wednesday	9-00 A.M	Dhaka	Follow up Meeting with EU Representative, Francesca Cicco Martino Data Compilation
28 May Thursday	2 P.M. -5 P.M	IDB Auditorium, Dhaka	Presentation in Project Closing Ceremony
29 May Friday	10-05 P.M	------------	Meeting with BNNRC Staff and with BNNRC Board Chairman Mr Rezaul Karim Chowdhury
30 May Saturday	10 A.M	Dhaka to Bikrampur	Visit and meet Radio Bikramput staff volunteers
31 May Sunday			Departure

ANNEXURE 4:

The Types of Programs produced and broadcast are shown in table below:
The programs produced by the community radio stations met the information needs of the target audiences The topics included disaster prevention and management, impact of climate change, women rights (including education, women health, child care and employment), local governance, land rights, food production and security, farming and fishing, opportunities for starting small businesses etc.

The general program formats are news and current affairs, informative programs, talk shows, magazine-type programs, local entertainment and music. Specific program formats are public service announcements, personal life stories, village debates, weekly forum (weekly phone with panel discussions).Each of the radio stations customized their programs to fit the interests of the general and specific audiences in each region, taking into account the area-specific context, experience and dialect.

Table-A

Type of Radio program	Theme / Subject	Targeted Listeners
01. **Radio Magazine Program**	1Pre-primary Education (Demand and Scope: Local Contest) 2.Primary Health Care 3.Primary Education (Qualitative Education) 4.Women and Child Rights / Issues 5.Agriculture 6. Child Rights. 7. Health and Family Planning. 8.Reproductive Health 9. Health and Nutrition 10. Life and Livelihood (Ethnic group, Dalit Community / Islanders). 11. Suicidal Issue. 12. Health Issues (Anti Drug Campaign) 13. Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) 14. Bio-diversity 15. Women and Gender Issue. 16.. Development of Local Heritage.	1. Farmers. 2. Teachers, Students, Parents. 3. Women and Girls 4. Couples. 5. Child and Adolescents. 6. Local Administrative officials 7. Journalists 8. Grassroots level community. 9. People's representatives.

Table –B

Type of Radio program	Theme / Subject	Targeted Listeners
02.**Information Based;** a. Informative b. Talk Show c. Village Debate	*A. Informative;* 1. Use of ICT for Information exchange. 2. Local Government (Function of Union Parishad, Union Information Service Centre, 3. Primary Health Care, Nutrition and Family Planning. 4. Agriculture (Specific crops farming). 5. Present Situation and need to do on primary Education. 6. Disaster Risk Reduction 7. Government Safety net program. 8. Bio-diversity of Sundarban. 9. Women development and Child Rights. 10. Right to Information. 11. Disable issues. 12. Primary and Pr-primary Education. 13. Anti Corruption issues	1. Grass roots peoples 2. Government Officials. 3. Guardians. 4. Farmers. 5. Women. 6. Students and Teachers. 7. Disable persons. 8. Local elected Representatives 9. Pregnant Women. 10. Helpless women.
	B. Talk Show; 1. Women Issues. 2. Local Government (Present situation and demand) 3. Agriculture (Specific crops farming). 4. Local Culture (life of folk artist) 5. Anticorruption. 6. Government safety net 7. Primary and pre - primary Education	1. Villagers. 2. Peoples Representatives. 3. House Wife and Working women. 4. Guardians. 5. Students and Teachers. 6. Farmers.
	C. Village Debates; 1. Life and Livelihood (Fisherman/Income Generating/Animal) 2. Village women health care. 3. Life and livelihood of working women at village level. 4. History of success women. 5. Women and Child Issues (Dowry, education right) 6. Government Safety net program. 7. Women life and live hood activities. 8. Local development	1. Professionals of diverse group 2. Women and Child. 3. Adolescent Girl. 4. Guardians 5. Villagers. 6. Local representatives. 7. Grassroots women. 8. Students and Teachers and Guardians. 9. Government officials.

	9. ICT in Development 10. Village development 11. Women in village (obstacle and way forward) 12. Primary Health Care. 13. Child Marriage 14. Pregnant Women care. 15. Local government. 16. Pre-primary and Primary Education.	10. Divorced women, Widow, Disabled, Senior citizens etc

Table-C

Type of Radio program	Theme / Subject	Targeted Listeners
03. News Based; a. Development News b. Public Service Announcement (PSA) c. Life Based Success Stories	A. *Development News;* 1. Village Agricultural News 2. Pre-primary and primary Education. 3. Child Labor. 4. Human Rights. 5. Tea Garden Labor's 6. History and Heritage. 7. Water and Sanitation. 8. Investigative Women and Child Issues 9. Agriculture- use of Fertilizer 10. DDR and CCA 11. Women and Child Rights. 12. Local Culture Development 13. Primary Health Care	1. Journalist 2. Teachers and Students. 3. Farmers. 4. Women and Child. 5. Civil Society 6. Youth and Senior citizens. 7. Cultural Activist. 8. Social Activist. 9. Labor.
	B. *Life Based Success Stories* 1. Life struggles in different issues. 2. Life and Livelihood (socio-economic conditions) 3. Women Education. 4. Agriculture, Fisherman, Handicrafts, 5. Dedicate personnel for Human welfare. 6. Village Women Struggle - life and livelihood. 7. Freedom Fighter. 8. Local Enlighten Personnel and Senior Citizen.	1. Child and Youth Group. 2. Students. 3. Women 4. Farmers. 5. Teachers. 6. Small Business man. 7. Development workers.
	C. *Public Service Announcement (PSA).* 1. Season based health message.	1. Local Community People.

	2. Anti Corruptions. 3. Right to Information. 4. Government Development Message 5. Different Health Tips. 6. Child and Women Rights. 7. Anti HIV/AIDS, Drugs campaign. 8. Environment / Climate Change / DRR issues. 9. Anti Sexual Harassment 10. Primary Health Care.	
Source & Compilation Coordinated by BNNRC		

ANNEXURE 5:

TABLE D Number of full time staffs in 14 fully operational CR stations in Bangladesh

Sl #	Name of Station	Number of full time staffs
1.	Radio Padma House # 418/A, Tashib Palace, Monafer Morh Rajshahi-6204.	**17** Male:11 Female:06
2.	Radio Nalta C/o: Nalta Health Care and Community Health Foundation (NHCHF). Village: Nalta, Post Office: Nalta Mobarrak Nagar, KaligonjSatkhira.	13 Female 08 Male 05
3.	Lokobetar Sadar Road (West Barguna) (South side of Government Library) Barguna-8700.yes	08 Female 03 Male 05
4.	Radio Pollikontho Matar Kapon, Shamser Nagar Road Moulvibazar-3200	13 Female 07 Male 06
5.	Radio Sagar Giri YPSA Human Resource Development Center Sitakunda (Opposite side of Fire Service) Post Office: Sitakunda. Chittagong- 4310	07 (including fellow) Female 05 Male 02
6.	Radio Mahananda C/o: Proyas Manobik Unnayan Society Village: Chapai Palsa Post Office: Gobratala, Chapai Nawabgonj – 6300	12 Female 04 Male 08
7.	Radio Mukti 305/1, Zerin Tower (1st Floor) Kanuchgari, Sherpur Road Sutrapur, Bogra – 5800.	03 Female 02 Male 01
8.	Radio Chilmari Village: Mistri Para, Ramna	03 / All Male

	Post Office: Chilmari, Kurigram -5630	
9.	Radio Jhenuk (3rd Floor) C/o: Srizony Bangladesh 111. Pabahati Road, Pabahati Post: Jhenidah, Jhenidah- 7300.	04 Female 03 Male 01
10.	Krishi Radio Amtoli Upazilla Complex Amtoli, Barguna- 8710	05 Female 01 Male 04
11.	Radio Sundarban Amadi Bazar Koyra, Khulna-9291	13(including fellow) Female 06 Male 07
12.	Radio Naf Nur Mahal, Puraton Pollanpara Taknaf, Cox's Bazar-4760	08 Female 03 Male 05
13.	Radio Bikrampur Santi Kutir, House # 290, Ward # 4 Purbo Dewvogue, Munshigonj Munshigonj – 1500	03 Male
14.	Borendro Radio C/o: Naogaon Human Rights Development Association Ukilpara, Naogaon-6500	05 Female 02 Male 03
	Total	**114 Full time staffs** **Female-50 (44%)** **Male -64(56%)**

ANNEXURE 6: Representation of Dalit and Marginalized people in Community Radio Stations (CRS)

	CR Name	Regular Paid Staff	Volunteers
01.	**Radio Padma** Ini: Org: CCD Bangladesh	01	05
02.	**Radio Nalta** Ini: Org: NHCHF	02	04
03.	**Lokobetar** Ini: Org: MMC	Nil	11
04.	**Radio Pollikontho** Ini: Org: BRAC	Nil	02
05.	**Radio SagarGiri** Ini: Org: YPSA	02	02
06.	**Radio Mahananda** Ini: Org: Proyas MUS	Nil	02
07.	**Radio Mukti** Ini: Org: LDRO	Nil	01
08.	**Radio Chilmari** Ini: Org: RDRS	Nil	01
09.	**Radio Jhenik** Ini: Org: Srizony Bangladesh	Nil	01
10.	**Krishi Radio** Ini: Org: AIS (Ministry of Information)	03	**Nil**
11.	**Radio Sundarban** Ini: Org: B ASIA of Bangladesh	03	05
12.	**Radio Naf** Ini: Org: ACLAB	02	Nil
13.	**Radio Bikrampur** Ini: Org: EC Bangladesh	Nil	01
14.	**Borendra Radio** Ini: Org: NHRDA	02	02

Total:37:   15

(Compilation: *BNNRC)*

ANNEXURE 7: TABLE F

DALIT/MINORITIES REPRESENTATION IN CRS MGMT COMMITTEE

NAME OF CRS	TOTAL NUMBER OF MGMT COMMITTEE MEMBERS	NUMBER OF DALITS/MINORITIES
RADIO KRISHI	7	NA
RADIO BORENDRO	5	NIL
RADIO LOKEBETAR	11	NIL
RADIO BIKRAMPUR	7	NIL
RADIO CHILMARI	9	3
RADIO MAHANANDA	11	2
RADIO MEGHNA	11	NIL
RADIO MUKTI	7	1
RADIO NAF	9	NIL
RADIO NALTA	5	NIL
RADIO PADMA	17	NIL
RADIO POLLIKONTHO	25	1
RADIO SAGO GIRI	7	1
RADIO SUNDER BAN	7	NIL
RADIO JHENUK	7	NIL

ANNEXURE 8 EU PROJECT: Training and Orientation (2013-2014)

1. **Capacity building of CR Practitioners** in Content Development, Station Management, Technical issues like software handling, Program Production, Editing and Broadcasting Techniques, Basic Journalism ,community radio continuous improvement through self monitoring, fund raising, audience research and mobilization skills.
2. **Capacity enhancement of BNNRC staff** in Project Management, Monitoring & Evaluation, Effective Report writing, Learning Need Assessment, Financial Management, Office Management etc.

Sl #	Title	Date	Venue	# of Participants	[Description] Supported by:	Facilitators
Training and Orientation in 2014						
1.	Skill Enhancement for Production & Editing in Program and News for Community Radio Stations(Cluster-1)	18-22 May ,2014	Parjatan Hotel,Ne-Taung,Teknaf, Coxe'sBazaar	15 from 8 Community Radio stations namely: Radio Lokobetar (2),Radio Pollikontho (2), RadioSagar Giri (2), Krishi Radio (2), Radio Naf (3),Radio Bikrampur (2),Radio Sagardwip (1),Radio Meghna (1)	In collaboration with:Free Press Unlimited Supported by: European Union	Hans Noortman from Radio Netherlands Training Center, Raghu Mainali from Community Radio Support Center Nepal and Mr.Manjur from ABC Radio (Bangladesh)
2.	Skill Enhancement for Production & Editing in Program and News for Community Radio Stations(Cluster-2)	25-29 May,2014	Conference Room, Hotel Mukta Int.,Rajshahi	16 trainees from 8 CR stations:Radio Padma,Radio Nalta, Radio Mahananda,Radio Mukti,RadiobChilmari, Radio Jhenuk,Radio Sundarban,Borendra Radio (2 persons per station)	In collaboration with:Free Press Unlimited Supported by: European Union	Hans Noortman from Radio Netherlands Training Center, Raghu Mainali from Community Radio Support Center Nepal and Mr.Manjur from ABC Radio (Bangladesh
3.	Follow up Training workshop for Community Radio Producers: Skill enhancement for producing Community Radio News, Program and Drama Cluster-1	29th November-3rd December 2014	Rural Reconstruction Foundation (RRF) Training & Resource Center (TARC)	10 trainees from 5 CR stations: Lokobetar, Krishi, Jhenuk, Nalta, Sundarban (2 persons per station)	In collaboration with:Free Press Unlimited Supported by: European Union	Hans Noortman from Radio Netherlands Training Center and Mr.Manjur from ABC Radio (Bangladesh

			Ramnagar,Rajarhat, Jessore			
4.	Follow up Training workshop for Community Radio Producers: Skill enhancement for producing Community Radio News, Program and Drama Cluster-2	6th December-10th December 2014	Red Chillies Restaurant & Guest house,Bogra	10 trainees from5 CR stations:Radio Padma, Mahananda, Mukti, Chilmari, Borendra(2 persons per station)	In collaboration with:Free Press Unlimited Supported by: European Union	Hans Noortman from Radio Netherlands Training Center and Mr.Manjur from ABC Radio (Bangladesh
Training and Orientation in 2013						
1.	How to Keep Going on Community Radio Station" [on Station Management]	July 24 to 27, 2013	Hotel Western of Moulvibazar, Sylhet	33 participants from 16 community radio stations	In collaboration with:Free Press Unlimited Supported by: European Union	Raghu Mainali from Community Radio Support Center Nepal and Yadab Chapagain (Senior Management Consultant, Nepal)
2.	Community Mobilization and Audience Research	July 31 to August 1, 2013	Radio Jhenuk, Jhenidah at the training hall of Sirzony Bangladesh	33 participants from 16 community radio stations	In collaboration with:Free Press Unlimited Supported by: European Union	Raghu Mainali, Community Radio Support Center Nepal and Binod Bhattarai (Journalism and communication consultant)
3.	Project launching ceremony	1 September 2013	Conference Room of IDB Bhaban, Sher-e-Bangla Nagar, Dhaka	150	In collaboration with:Free Press Unlimited Supported by: European Union	The official launch of two-year Project was held on 1 September 2013 at Conference Room of IDB Bhaban, Sher-e -Bangla Nagar, Dhaka. The program was graced by the participation of **Mr Philippe Jacques, Head of Cooperation, EU Delegation to Bangladesh as chief guest and Mr. Henrick van Asch**,

						First Secretary Political Affairs, Royal Netherlands Embassy in Dhaka and **Mr. Leon van den Boogerd**, Team Leader Participative Media & Vulnerable Groups, Free Press Unlimited as special guests.
4.	Workshop on-Community Media News Agency for Strengthening Community Radio Development News	November 09 2013	YWCA Auditorium in Dhaka	12		In collaboration with:Free Press Unlimited Supported by: European Union	Amin Al Rasheed, Senior Reporter, ABC Radio, Arshad Siddique, reputed expert in development and mass communication, Mr. Aminul Islam, Chief Information Officer, Ministry of Information
5.	Orientation for New CR Initiators: Community Radio Installation, Broadcast & Operation	16 November, 2013	COAST Trust Auditorium ,Dhaka	26 senior officials representing 15 initiating organizations	In collaboration with:Free Press Unlimited Supported by: European Union	AHM Bazlur Rahman, Chief Executive Officer of BNNRC
6.	Training workshop on Community Radio Continuous Improvement Toolkit (CR-CIT)	25-27 November	IDB Bhaban, Dhaka	30 Community Radio senior level staffs of 16 CR stations	In collaboration with UNESCO and UNESCO Chair on Community Media under the financial and technical assistance of European Union, Free Press Unlimited and CEMCA	Dr. Vinod Pavarell, UNESCO Chair on Community Media, University of Hyderabad Kanchan K.Mallik, Vasuki and Priti Raghunath (from the same university), Mr. Angkuran Dutta, Program Officer, CEMCA

Total: 335

Annexure 9: Training Update (Feb-May, 2015)
Training at Station level

SI	CR Name	Training name	Date	Venue	
1.	**Radio Padma**	The Role of CR in Local Government	1 - 2 May	Postal academy, Rajshahi	
		Radio Drama for Social Transformation	3 – 4 May	Postal academy, Rajshahi	
		Gender Responsive Communication for CR	7 – 8 May	Postal academy, Rajshahi	
		Media management & Radio operation	24 March	Postal academy, Rajshahi	
		Program presentation & broadcasting	10- 11 may	Postal academy, Rajshahi	
		Program Production & Presentation	10 – 12 April	Postal academy, Rajshahi	
2.	**Radio Nalta**	The Role of CR in Local Government	10 – 11 April	Radio Nalta	
		Radio Drama for Social Transformation	5 – 6 May	Radio Nalta	
		Gender Responsive Communication for CR	3 – 4 may	Radio Nalta	
		Trouble Shooting & IT management	01 April	Radio Nalta	
		Script writing & program format	7 – 8 may	Radio Nalta	
		Radio News:Collection, Production & presentation	4- 6 April	Radio Nalta	
3.	**Lokobetar**	The Role of CR in Local Government			
		Radio Drama for Social Transformation			
		Gender Responsive Communication for CR			
		Trouble Shooting & IT management			
		Radio News: Collection, Production & presentation			
		Script writing			

4.	**Radio Pollikontho**	The Role of CR in Local Government	20 – 21 March	Radio Pollikontho	
		Radio Drama for Social Transformation	16- 17 may	Radio Pollikontho	
		Gender Responsive Communication for CR	2 – 3 may	Radio Pollikontho	
		Recording, editing & mixing	4 April	Radio Pollikontho	
		Radio News: Collection, Production & presentation	15 – 16 April, 2015	Radio Pollikontho	
		Program Production & presentation	11 – 13 April, 2015	Radio Pollikontho	
5.	**Radio Sagar Giri**	The Role of CR in Local Government	26 – 27 March	Radio Sagar Giri	
		Radio Drama for Social Transformation	8- 9 May	Radio Sagar Giri	
		Gender Responsive Communication for CR	4 – 5 May	Radio Sagar Giri	
		Trouble Shooting & IT management	18 April	Radio Sagar Giri	
		Radio News: Collection, Production & presentation	20 – 21 April	Radio Sagar Giri	
		Program Production, editing & presentation .	25 – 27 April	Radio Sagar Giri	

SI	CR Name	Training name	Date	Venue	
6.	**Radio Mahananda**	The Role of CR in Local Government			
		Radio Drama for Social Transformation			
		Gender Responsive Communication for CR			
		Program Presentation Technique			
		Radio News: Collection, Production & presentation			
		Radio advertisement production & broadcasting techniques			
7.	**Radio Mukti**	The Role of CR in Local Government	17 – 18 April	Radio Mukti	
		Radio Drama for Social Transformation	3 – 4 May	Radio Mukti	
		Gender Responsive Communication for CR	6 – 7 May	Radio Mukti	
		Trouble Shooting & IT management	13 April	Radio Mukti	
		Script writing & program format			
		Radio News: Collection, Production & presentation	25 – 27 April, 2015	Radio Mukti	
8.	**Radio Chilmari**	The Role of CR in Local Government	21 – 22 March	Radio Chilmari	
		Radio Drama for Social Transformation	9 – 10 may	Radio Chilmari	

		Gender Responsive Communication for CR	25 – 26 April	Radio Chilmari	
		Trouble Shooting & IT management	24 April	Radio Chilmari	
		Radio News: Collection, Production & presentation	11 – 12 April	Radio Chilmari	
		Script writing & program format	4 – 6 May	Radio Chilmari	
9.	**Radio Jhenuk**	The Role of CR in Local Government	13 – 14 March	Radio Jhinik	
		Radio Drama for Social Transformation	29 – 30 April	Radio Jhinik	
		Gender Responsive Communication for Community Radios	26 – 27 April	Radio Jhinik	
		Program Presentation	4 – 5 April	Radio Jhinik	
		News, Feature production & presentation	8 – 9 April	Radio Jhinik	
		Program editing & mixing	22 – 23 April	Radio Jhinik	
10.	**Krishi Radio**	The Role of CR in Local Government			
		Radio Drama for Social Transformation			
		Gender Responsive Communication for Community Radios	07 – 08 May	Krishi Radio	
		Trouble Shooting & IT management	17 April	Krishi Radio	
		Radio Program production			
		Program editing & mixing			

SI	CR Name	Training name	Date	Venue
11.	Radio Sundarban	The Role of CR in Local Government	15 – 16 may	Radio Sundarban
		Radio Drama for Social Transformation	2 – 3 May	Radio Sundarban
		Gender Responsive Communication for CR	8 – 9 May	Radio Sundarban
		Trouble Shooting & IT management	26 April	Radio Sundarban
		Marketing & income generation	19 – 20 April	Radio Sundarban
		Radio News: Collection, Production & presentation	15 – 17 April	Radio Sundarban
12.	Radio Naf	The Role of CR in Local Government	3 – 4 April	Radio Naf
		Radio Drama for Social Transformation	25 – 26 April	Radio Naf
		Gender Responsive Communication for CR	7 – 8 April	Radio Naf
		Trouble Shooting & IT management	11 April	Radio Naf
		News, Feature production & presentation	21 – 22 April	Radio Naf
		Program Production, editing & presentation	14 – 16 May	Radio Naf
13.	Radio Bikrampur	The Role of CR in Local Government	15 March	Radio Bikrampur
		Radio Drama for Social Transformation	4 – 5 May	Radio Bikrampur
		Gender Responsive Communication for CR	16 – 17 May	Radio Bikrampur
		Trouble Shooting & IT management	13 April	Radio Bikrampur
		Script writing	26 – 27 April	Radio Bikrampur
		Program Production, editing & presentation	9 – 11 May	Radio Bikrampur
14.	Borendro Radio	The Role of CR in Local Government	24 – 25 April	Borendro Radio
		Radio Drama for Social Transformation	3 – 4 May	Borendro Radio
		Gender Responsive Communication for CR	29 – 30 April	Barendro Radio

		Radio News: Collection, Production & presentation	6 April	Borendro Radio	
		Program Production & presentation	7 – 8 April	Borendro Radio	
		Equipment, IT Management & Maintenance	26 – 28 April	Borendro Radio	

Total Participants =1116

ANNEXURE10: Training and Orientation theme list
Supported by European Union (2013- 2015)

2013
1. Station Management [How to Keep Going on Community Radio Station].
2. Community Mobilization and Audience Research.
3. Community Radio Continuous Improvement Toolkit (CR-CIT)
4. Community Media News Agency for Strengthening Community Radio Development News.
5. Orientation for New CR Initiators: Community Radio Installation, Broadcast & Operation.

2014

1. Skill Enhancement for Production & Editing in Program and News for Community Radio Stations.
2. Follow up Training for Community Radio Producers: Skill enhancement for producing Community Radio News, Program and Drama.

2015
1. The Role of Community Radio in Local Government
2. Radio Drama for Social Transformation (includes Soap opera).
3. Gender Responsive Communication for Community Radio.
4. Financial management at Community Radio.
5. Media management & Radio operation.
6. Sound editing & Presentation.
7. Program Production & Presentation.
8. Trouble Shooting & IT management.
9. Script writing & program format.
10. Radio News and Feature: Collection, Production & presentation.
11. Recording, editing & mixing.
12. Radio advertisement production & broadcasting techniques.
13. Marketing & income generation.

ANNEXURE 11: Updated data on participants' number in training programs organized under the project

Year	# of training programs organized	# of participants	Who organized	Where
2013	05	147	Coordination, financial support and resource person provided by BNNRC	Dhaka/central level and Regional level (cluster approach)
2014	04	51	Coordination, financial support and resource person provided by BNNRC	Dhaka/central level and Regional level(cluster approach)
2015 (February-May)	06	106	Coordination,financial support and resource person provided by BNNRC	Dhaka/central level and Regional level(cluster approach)
2015 (February-May)	58	835	-Coordination by Radio Station -financial support and resource person provided by BNNRC	Radio station level
2015 (February-May)	42	841	Coordination and resource person provided by Radio station Only financial support provided by BNNRC	Radio Station level
Total	**115**	**1980**		

Coordinated by BNNRC

71

ANNEXURE12:   CAMPAIGNS AND THEIR IMPACT

CHILD MARRIAGES
Case Study 1:
Community based programmes on Ballobhiho or Child Marriage are not only popular across radio stations, but they have also played   a decisive role in preventing and stopping such social evils from occurring. At every radio station visited by the evaluator, the issue of Child marriages came up. Listeners and community radio stations also expressed the impact of such programmes in reducing and actively addressing the problem through proactive and preventive action by the community radio station.During his visit to Radio station Borendro, , the community radioChief News Editor, Reena Shahi Jui described a case where the Community Radio reporter was informed of a child marriage that was to take place three days earlier. After getting details from the community, the local authorities were informed by the community radio station. They went to the venue and the child marriage was stopped and punitive action taken on the parents.
 The example of Radio Station Mahananda also merits mention in this context. The station started a helpline to combat Child Marriage with a toll free number 10921 in December end 2014. There were only six calls in the first month, but by January 2015 the number had increased to 109. In February, the number of calls went up to 118 while in March there were 106 calls.

CAMPAIGNS AND THEIR IMPACT - DISASTER:
Case Study 2:
*Another area which assumes critical importance in Bangladesh is the relevance of Community Radio during times of disaster. Under the Comprehensive Disaster Management Program, several community radio stations provide regular programs linked to disaster prevention and risk reduction and focus on issues like   **what to do**, and **where to go** during times of earthquakes and floods. Often the community radio station has also been responsible for promoting action on disaster relief and facilitating transparency and accountability of the local government in this regard. For example, a recent program on disaster produced and broadcast by Radio Mahananda, resulted in a program where the local District Commissioner participated in a live interactive phone in. When he was made aware of the plight of the local inhabitants of a nearby island, the DC committed to providing a speed boat which would improve relief and accessibility between the island and the main land. Post the program broadcast, the speed boat was made available.*

ANNEXURE 13: <u>Addressing the Voiceless and the Marginalized</u>

During his visits to Radio Borendro and Radio Mahananda the evaluator engaged with interactions from members of the Dalit Community who participated in the Radio stations activities. Excerpts from his interactions are encapsulated in the case studies below:

Case Study 3: Reena Haridwar belongs to the Dalit Community. She is a first generation literate. Despite acute poverty, unemployment and lack of resources, her father was determined that Reena would study. Amidst her struggle to be educated, Reena's childhood dream was to be in the media. When Radio Borendro in Naogaon gave her the opportunity through the Women's fellowship program – it was literally a dream come true. Reena says that it has been life changing and hopes to be permanently integrated in the station. She feels her involvement as a producer has made a big difference in addressing the Dalit Community's needs as they are more comfortable talking with her. She is also now respected and seen as a change agent by many in the Ukilpara, Naogaon community.

Case Study 4: Taposh Chowdhury is a *Dalit* youth who is a volunteer with Radio Bikrampur. The evaluator chanced to meet Taposh while he was on peer to peer exchange visit at Radio Mahananda. Like Reena, Taposh is a first generation literate. The youngest in his family, he has been associated with the radio station for three years. For Taposh, Radio Bickrampur has been "transformative" both in terms of providing a platform for the *Dalit* community to articulate their views and concerns and also at a personal level. He informed the evaluator that there were several policies on reservation and livelihoods that the Government had introduced for marginalized and *Dalit* groups. However, the *Dalit* community did not have relevant information about them. This, however, had changed because of the programs produced by Radio Bikrampur. Moreover, Taposh's participation in the radio station's activities has also been a bridge for the community who now is more trusting and engage more actively with the community radio station. At a personal level, Taposh affirmed that the station had substantially impacted his life. Apart from improving his confidence and his communication skills, he also pointed out that the station helped him to gain more knowledge on current affairs. Currently pursuing English at the University, Taposh aspires to also study law and join the administrative service. In early June, 2015, corresponded his improved communications enabled him to get a part job with Airtel as a customer service executive which pays him 6000 taka per month.   In his words, "*I would like to work here until i get my destination or a Government job to support myself and my family!*" Like Reena, Taposh is now recognized and appreciated as a useful and contributing member of the community.

ANNEXURE 14: Income and Expenditure status of 10 CR Stations April 2015

Sl #	Name of Radio Station	INCOME		EXPENDITURE	
		Source(Common)	TK.(BDT)	Source(Common)	TK.(BDT)
1	Radio Naf	-Loan from the initiator organization	1,21,000	-House Rent	1,23,800
2	Radio Sundarban		2,23,133	-Electricity bill	2,23,133
		-Donation or subscription by the initiator organization,		-Local Conveyance bill	
				-Salary	
3	Radio Mahananda	-Program making and broadcasting cost in partnership	2,49,676	-Honorarium	2,49,676
				-Stationary	
4	Radio Sagargiri	and financial assistance with government department, private	100910	-Office Refreshment	109128
				-Fuel(generator)	
5	Lokobetar	organization,company,institution	72,000	-Equipment maintenance	71,650
6	Radio Nalta	or NGO sector	1,46,586		1,46,586
7	Radio Jhenuk	-Studio Rent	2,00,000	-Office maintenance	2,02,000
8	Radio Chilmari	-Equipment Rent	1,54,500	-Communication(E-mail,cell phone bill,postage)	1,54,500
9	Radio Bikrampur		1,48,000		1,48,000
10	Radio Mukti		**102,600**	-Books and periodicals (Books, Newspaper etc.)	**102,600**
				-Program making cost	
				-License fee	

Table G: Income and Expenditure status of 10 CR Stations April 2015

74

ANNEXURE 15: QUESTIONNAIRE FOR CR STATIONS

Numbers of Respondents: 15 CRs (Bikrampur, Borendro, Chilmari, Jhenuk,Krishi, Lokobetar, Mahananda,Meghna,Mukthi, Nalta, Naf, Padma, Pollikantho, Sagorgiri, Sunderbans)

QUESTIONS:
1. Number of Listener Clubs that each CRS has. Please try to mention the listener clubs
2. What are the costs of each CRS per month? Can a break up of costs be provided? If not please enumerate the expenditure items and the percentage that each item constitutes. We could include the following headings:
   - Administrative Costs, (Rental, Electricity etc)
   - Salaries and/or Honoraria,
   - Programme Production
   - Field interactions and activities– Community meeting etc
   - Training/Capacity Building
   - Equipment- Repairs /Maintenance/Technical servicing
   - Publicity
   - Any other
3. How does the CRS receive feed back? Phone Calls, SMS, Visits to the Station. Any other. What is most common? A) Phone Calls, B) SMS C) Visit to the Community Radio Station
4. Has there been any documentation done by the CRS on the number of Calls or SMS they receive per program. Please provide details or findings.
5. How does the CRS choose the members of the management committee?
6. Are marginalized groups/minorities represented in your management committee? How many?
7. What is the total strength of the management committee?
8. How many full time employees are there in the CRS? How many Volunteers does the station have?
9. Who are the minority/marginalized groups participating in the CRS? Please specify
10. Does your CRS have a community audit? If so – how often
11. Is there any tie up with local technicians for equipment servicing?
12. Does the   CRS broadcast programs on internal governance, the community radio's policy, vision and mission?