

Community radio management in South Africa: A study of Mafikeng Radio and Radio Mafisa

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DECLARATION

I, Tella Didunloluwa Olayinka, declare that except for the references indicated in this text, this study represents my original work. I guarantee that no similar work has ever been submitted by anyone at any other university or institution of higher learning.

Signature: -----

Didunloluwa O. Tella

Date: Day.....of2016.

Signature: -----

Dr. Jendele Hungbo

Date: Day.....of2016.

DEDICATION

To the Immortal, Invisible, and Only Wise God,

Whose love and mercy upholds me still,

I am who I am because you are.

To the ones from whose loins I came,

Rev. Dr. & Mrs. Ojofunmi Tella.

I cherish and treasure you both.

ACKNOWLEDGEMENTS

To the ageless, mighty and omnipotent God, who began with me and has seen me thus far, I return all the thanks and appreciation. It can only be You. You are overwhelmingly gracious to me. I say THANK YOU.

To my parents, you have given me the best legacy and I will do the same for my own children as well. Your prayers and love have enabled me to achieve this. Thank you for being the best parents there could ever be. I love and appreciate you so much. You will both be strong and well enough to see the results materialize.

My wonderful siblings, Mrs. Gbemiro Akinwumi, Olaoluwatobijubeelo, and Toluwani: I am glad I have you all. Thanks for your support, care and encouragement. One love continue to bind us together and forever.

My supervisor, Dr. Jendele Hungbo, is that one man I would proudly recommend to any student or researcher. A scholar par excellence. Ever willing and ready to help. Thank you so much for the thoroughness and independence you gave me throughout my research work. I appreciate the patience and guidance. I remain grateful, Sir. THANK YOU.

Quite frankly, the journey was lonely compared to my previous degree when I had so many friends around, but I came across some new friends who made the journey quite smooth and tolerable. To all of my friends both spiritual and temporal, it was good knowing you. God bless you richly.

I make bold to say men of your kind are rare. The man who has got my back...Olawale Abisoye, You said it and you kept it. My sweet...yes! My sweet. Thank you for sharing your world with me. You are simply the best. My love for you continues to grow in leaps and bounds.

To all those who have aided me in this research journey, I am profoundly grateful. God bless and reward you abundantly.

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ABSTRACT

The study of community radio management has not been given much attention by scholars because of its position and hierarchy in the stream of traditional and new media. Be that as it may, community radio remains a viable and the most proximate form of media for communities to dialogue with and engage themselves. However, its management has been problematic even in countries like South Africa where there have been favorable broadcast policies regarding community radio.

The essence of this study was to identify and examine management practices or models present in community radio stations in South Africa using two community radio stations - Mafikeng FM and Radio Mafisa as entry point. Using a qualitative method, the research explored the type of management model and practice present in these community radio stations. This was done using semi-structured interviews and data was analyzed using the analytical inductive approach. Community radio management goes beyond financial sustainability. Its social and institutional sustainability should be prioritized in order for community radio to be relevant, and for it [community radio] to be well managed. The major finding for this study is that both community radio stations- Mafikeng FM and Radio Mafisa have no management models they are patterned after, rather they have carved out ways of managing their radio stations in view of their peculiar circumstances, which negates the mandate of the promoters of community radio.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

Over the years, many of the changes happening in the media as a result of regulatory and technological forces (Albarran, 2002:42) have given rise to the need for much attention to be paid to the way the media is controlled and managed, to enable them to compete favorably in the global competitive market. Also, going by the way corporate entities and business organizations are managed, media organizations require effective management, given their overarching roles in the political, cultural, as well as economic spheres of the society in which they operate, to enable them to fulfill their mandate effectively.

In view of this, the importance of the study of media management cannot be underestimated especially in today's dynamic society where media are constantly changing. Thus, "media management focuses on describing, analyzing and explaining the mechanisms behind the functioning of media companies. It is a complex set of management tasks, connected on the one hand side with developing creative talents and, on the other, organizing collective consumption of products of this creative work. This includes basic management tasks such as action planning, decision making, organizing and leading (directing people), and controlling" (Kowalski, 2002:13-14). Media management has also been defined as the "goal-oriented activities of planning, organization and control within the framework of the creation and distribution processes for information or entertainment content in media enterprises" (Wirtz, 2011:15).

Consequently, managers use different resources, including human resources, financial, material or information resources, to efficiently reach the goals of media organizations. Media management as a sub-discipline of management sciences is growing in meaning and scope.

Traceable to the 1980's and 90's, where it (media management) received some research autonomy, in the late 1990's however, when convergence processes began increasing, it became apparent that media organizations are a particularly interesting research field for numerous branches of science and research fields compelling other academic fields for future research and productivity. This perhaps explains why Pringle & Starr (2013) highlighted a number of factors influencing the study of media management. These include shifting public policy climate, accelerating technological innovation, the increasingly competitive environment in which broadcast stations operate, as well as changing consumer expectations. All of these point to the fact that media institutions are in dire need of being managed properly, failure of which might lead to them being mismanaged, ultimately leading to them being dysfunctional.

Basic research topics for media management are media organizations and management processes taking place within them. Media management in theory and practice contains problems, processes, and activities connected with management functions in media companies. As Boguslaw Nierenberg in (Beliczynski, 2012:9) points out, "media management is a young academic field with a relatively small background". There is no clearly defined set of terms and media management is not a fully shaped distinct research field. It is strictly connected with media economics, also with media studies, and uses terms specific for media organizations. It should be noted however that it is not yet a fully shaped distinct research field.

The study of media management, particularly in radio, dates back to the early 20th century when media conglomerates began to take shape, first in the newspaper industry, and later in the radio, motion picture, and television industries (Albarran, Chan-Olmsted, & Wirth, 2006:3).

The focus of this study is “community radio management” as opposed to “media management”. While media management spans radio, television, film, and much more, the researcher’s attention will be given to community radio management issues in South Africa.

Thus, for clarity purposes and to achieve the aim of this study, the subject “radio” will be categorized into two distinct sub-heads:

- i. Radio as a media organization.
- ii. Radio as an object of academic research (Beliczynsk, 2012:3).

Conclusively, this study seeks to identify and examine management practices/models present in the selected community radio stations.

RADIO AS A MEDIA ORGANIZATION

Having emerged as a dominant mass-medium in Africa with the widest geographical reach and largest audience share compared with television, newspapers, and other information and communication technologies (Myers, 2008:5), it [radio] is an ambiguous term, literarily understood as a means of mass communication using electromagnetic waves. It is also the instrument allowing the transmission and reception of a message, and also a telecommunication tool (Beliczynsk, 2012:3). It has also been described as a unique institution acting in the spheres of information, entertainment, art, culture, education, and also, in the case of commercial broadcasters business (Beliczynsk, 2012:5). Radio has also been succinctly described by Pringle & Starr (2013:2) as an “advertising medium, an entertainment medium, an information medium, and a service medium”. It therefore suffices to say that radio is an electronic mass instrument capable of providing all social essentials (information, education, entertainment) in the cheapest way possible.

In another parlance however, specifically from the organizational perspective, “[radio] can also be understood as an organization with specific goals and means of achieving them, creating and distributing messages (radio broadcasts). Also, it is a broadcast institution, capable of designing, creating, and distributing messages created by other broadcasters or radio producers in the form of wireless broadcasting, thus with the possibility of simultaneous widespread reception of the signal. It is also an organization/company that creates goods (programmes, broadcasts) and provide media services” (Beliczynsk, 2012:3). In all of these however, the understanding of the word ‘radio’ has brought up different identities and given it different nomenclatures- an organization, a broadcast institution, a company, etc. However, the concept far outweighs these descriptions. As a universal medium, its description is best understood in terms of personal gratification to both an individual and a community. Beliczynsk goes further to highlight the function of radio; according to him, “radio creates cultural goods and services, understood as market goods, by selling these goods, radio claims profit. Radio, particularly commercial, is both a business activity (industry, trade) and a pillar of entertainment, culture, information, creative and advertising industries” (Beliczynsk, 2012:4).

Radio organization is a special kind of media organization referring to all types of organizations with activities connected to designing, creating, setting, and distributing media messages (products). It is an organization governed with its own unique logic but also by the laws and regulations applying to all organizations. As such, it suffices to say that universal laws applying to economic organizations also apply to the radio organization.

As an organization, contrary to the typical manufacturing and service company, radio works simultaneously in two markets: the audiences (of media messages) and the advertisers. In the audience market, radio offers the listeners a media product (radio programme), where the basic

exchange relation is the following: content (radio programme) – time (interest, paying attention).

In the advertising market however, radio offers the advertiser intermediary service in contacting listeners, who sometimes consist of the advertiser's target group. It sells the advertiser access to the radio's audience.

As an organization functioning in a universal environment, certain rules governing other organizations apply to radio as well and they are as follows, (i) a system of values around which people organize, (ii) goals and functions (iii) employees (creative groups preparing broadcasts) (iv) respected norms, which are technical abilities, (v) customs (vi) ethical rules imposed or accepted by all the members of the institution (vii) legal norms (viii) technical means of distributing the broadcast and material appliances. This therefore brings to the fore the peculiarity of the radio organization having dual identities. It is first of all a medium, and then an organization.

RADIO AS AN OBJECT OF ACADEMIC RESEARCH

In recent times, there has been an influx of other disciplines in fields such as sociology, psychology, law, history, linguistics, into the media and communication world. This has resulted in the interconnectedness and diversity of research, making radio an object of academic research.

As a result, emerging fields into radio including radio studies, radio research, radio theory, radio economics, and radio management, suggest that radio has gone beyond just a broadcast medium, it has become a research entity gradually gaining momentum in the communication world (Beliczynski, 2012:8).

Its peculiarity as well as its features such as being an institution, a method of transmission, a professional practice, a physical item, or as a kind of programme one listens to makes it an

attractive research object capable of ground-breaking research findings especially for radio researchers in the field of social sciences as well as the humanities. Again, radio's product makes it a connecting force with people's lives, history, technological development, and other media; However, all of these things change over time in response to environmental, cultural, technological, legislative and social shifts. All these and more makes radio a worthy research and academic field.

Also, the specific feature of radio within the realm of communication studies has made radio a subject of academic research. Despite the emergence of digitalization and the growing role of the internet, radio has still not lost its meaning. It remains the most common mass communication medium and form of leisure in the modern world. It holds an important place in people's everyday lives.

Having reviewed the subject 'radio' as having dual features and more, it is important to state that the conception of radio has gone far beyond the basic characteristics it possesses, it is a phenomenon best described based on personal gratification. This is in tandem with the thought expressed by Black in Dubber (2013:14) as 'that which people agree to call radio'. According to Dubber, "a medium's identity stems in part from how it is received and treated by its users". Thus, listeners or audiences, in a way are in the best position to classify radio, generally the media.

Radio management went through some significant changes especially in the 1980s, and according to Albarran & Pitts (2000:13), "these were primarily because of a series of regulatory changes that have steadily increased ownership limits to the point where there are no longer national limits". Over time, this has led to numerous changes in radio management which

brought about the deregulation of radio amongst other things. This therefore brings to the fore radio management issues that need to be evaluated.

Historically, and according to (Follet, Pauline, & Graham, 1995; Fox & Urwick, 1977; Tonn, 2003 cited in Albarran (2008:4) “the study of management began near the start of the 20th century, in the United States. Among the first to be engaged in the study of what would someday be called management was the philosopher Mary Parker Follett. Follett, labeled the “prophet of management” by (Drucker, 1999:23) produced a series of papers on business conflict, authority, power, and the place of the individual in society and the group”. Ironically, not until after her demise did her works began to be appreciated, and her contributions to the field of management became widely recognized as important foundation literature for the field of management. Contemporary management texts starts by reviewing the works done by the major schools of thought that dominated early management science. The earliest were the classical school of management and the human relations school of management. As time went by, theorists began to develop and incorporate concepts of both schools (classical and human relations), and the efforts which continued into the 21st century have produced an huge amount of literature on modern management thought in the areas of management effectiveness, leadership, systems theory, total quality management (TQM), and strategic management (Albarran 2006:14). Considering the speed at which management is moving, the study of management is beginning to expand to accommodate all other disciplines and fields of endeavor leading to a well-planned and effective system and structures.

In a bid to search and identify a management theory capable of explaining the media, a look at the earliest management school of thoughts such as the classical and the human relations, was considered. Although the classical school emphasizes production, its understanding of

management skills and functions is helpful in contemporary times as this. The human relations school on the other hand makes an important contribution by highlighting employee needs and proper motivation. Modern approaches clarify managerial effectiveness and leadership but also recognize the interdependency of media and other societal systems. In all of these however, the different approaches to management reflected in the classical, behavioral, and modern schools all have limitations regarding their application to the media industries (Albarran, 2006:16). Hence, the need to identify/suggest a wholesome theory capable of explaining the concept of management in relation to the media.

However, there has been no universal theory on media management to interpret the workings of the mass media due to the evolving nature of the communication industries. Also, the everyday challenges associated with different kinds of medium makes identifying or suggesting a central theory challenging. Furthermore, “the unpredictability of media firms in terms of the size of employees, qualitative characteristics, globalization, and organizational culture requires individual analysis to discern what style of management will work best” (Albarran, 2002:11).

Having reviewed the key schools of thought in developing our knowledge of general management, attention now shifts to examining how scholars have approached the study of media management and relevant findings with regards to community radio which is the nucleus of this study. The focus of this study will be on community radio management in terms of general management, personnel management, and financial management. This is needed in order to get more insight into ways community radio can or should be better managed.

UNDERSTANDING COMMUNITY RADIO

Tabing (2002:9) defines a community radio station as one that is operated in the community, for the community, about the community, and by the community. According to Tabing, the community can be territorial or geographical- a township, village, district or island and can also be a group of people with common interests. Thus, community radio may be owned and managed by one group or by combined groups. It could also be controlled and run by people of different classes within the society, (farmers, women, artisans) etc. Hence, a high degree of people's participation, both in management and programme production distinguishes community radio from other media.

Out of the many features of community radio compiled by AMARC (1994) and UNESCO (Tabing, 2002:15), four points best explain community radio stations from a managerial perspective, and they are as follows:

- i. The medium is motivated by community well-being, and not by commercial considerations
- ii. Its ownership and management is done by the community members. Members of the community have a stake in the financing of radio programmes.
- iii. Community radio is devoid of the intervention or affiliations of the government and other corporate entities.
- iv. The organizational outlook should follow management principles which oppose discrimination and which are open and accountable to personnel in the station.

It therefore suffices to say that one of the things that distinguishes community radio from other traditional media is its non-state, non-market nature, –community control and community ownership. This distinctive feature has aided community radio in taking its rightful place not only as a participatory medium but also as a development medium in today's democratic culture.

Therefore, this study seeks to evaluate the management of community radio station as an autonomous, democratic, community-based communication environment with opportunities for articulating localized and people-centred development needs.

Steve Buckley, President of the World Association of Community Radio Broadcasters (AMARC) has this to say about community radio,

Community radio is the voice of the people. Community radio is our own radio; it's not somebody else's radio. Community radio is radio that belongs to us. A community radio station isn't just a space where people can speak; it's where they can really speak out about issues that concern them and their live. The type of programming that emerges will just sound completely different. I think people will find that it's something that they can really call their own. They will hear their family and friends on the airwaves and really know that that radio station belongs to them. (Kochhar 2008).

This therefore brings into perspective the different sections that make up community radio stations such as the general management of the station, personnel management, and financial management. It is important to state here that there is no specially devised means to the management of community radio station. However, for the purpose of clarity, we would be defining community radio, and conceptualizing it as both a medium and an organization, having dual identities.

COMMUNITY RADIO AS A MEDIUM

A good starting point will be taking a retrospective look at the emergence of community radio in general, contextually here in South Africa. It evolved out of the need to give the marginalized people a voice and a medium to call their own. Thus, "community radio's rise in South Africa is

attributable to the dismantling of apartheid, the introduction of multi-racial democracy, the decentralization of the broadcasting sector, and the accompanying empowerment of rural communities” (Olorunnisola, 2002:143).

(Bosch, 2003:78) stated that “community radio sector in South Africa was formally created in 1993 by a parliamentary Act— The Independent Broadcasting Authority (IBA) Act—to democratise the airwaves, encourage ownership and control of broadcasts by historically underserved groups in the country, and ensure that broadcasting is free from government interference (Bosch, 2003). Since its inception, the Independent Communication Authority of South Africa (ICASA) has processed hundreds of community radio license applications from groups ranging from women’s cooperatives and religious groups to campus student bodies. There are now over 100 community radio stations licensed to broadcast in many different languages to their stakeholder communities, and there are indications that even more broadcast licenses will be issued to groups desiring to set up a community radio station to broadcast to their stakeholder communities” (Alexander, 2006; Olorunnisola, 2002). There are community radio stations in all nine provinces of the country including ethnic and religious stations and stations that serve particular geographic areas.

(Bosch, 2003:81) goes further to state that “community radio sector in South Africa emerged as a challenge to state-owned and controlled media and a tool to empower the disadvantaged majority in the country”. Thus, it shifted from being a state tool or medium to being a tool for reconstruction and development, not only in South Africa, but also in continents around the world.

As seen from the history outlined above, community radio in South Africa started first as a medium where marginalized people or communities had a medium of their own. However, in

today's South Africa , community radio has since moved from being just a medium for dialogue, it has since become a tool, instrument, for redress, and discourse with the government of the day, to correct societal ills, for participation within the communities, information sharing, etc.. From then till now, it has not only remained a medium, but a social tool for enhancing communities' social experience or participation and dialogue, in the public sphere.

COMMUNITY RADIO AS AN ORGANIZATION

Just as with other traditional or mainstream medium, where programming and production are centralized, the same goes for community radio, but in this case, programming and production are done by the community members who own and control the station. Focusing on the structure and mission of community radio and other mainstream media, both are media whose structure and mission vary. However, they are both organizations. Evidently, community radio's organizational set-up differs from that of the public or private media. And just as Dunaway (1998:99) points out, "one of the surest ways of distinguishing the community radio from a public one is via its visible hierarchy". This is evident in the way Carpentier et al (2003:7) theorized community radio as "horizontally structured, allowing for the facilitation of audience access and participation within the frame of democratization and multiplicity". This is a way of distinguishing community radio from the mainstream media as an organization having its own distinct structure tailored to meet the needs of its audiences.

However, the concept of community radio as an organization goes beyond its hierarchical structure; it consists of people [workers], resources, structures, policies harnessed together to achieve productivity. Its mission or goal far outweighs its structure, which is not seen as a disadvantage but rather as a peculiarity to reach its goal.

Waltz (2005:2) presents us with an explicit picture of the organizational structure of community radio. According to him, “typically, [it is] small-scale and oriented towards specific communities, horizontally structured, allowing for the facilitation of audience access and participation within the frame of democratization and multiplicity”. This is succinct enough, prescribing the ideal kind of organizational structure a community radio should possess.

Going further, Manyozo (2009:8-10) identifies four critical issues confronting the managerial growth and development of community broadcasters in Africa. They are “financial dependence on donors, inadequate training opportunities in rural and community broadcasting, the problem of sustainable evaluation instruments, and lack of national policies on development communication”.

Manyozo however proposes a blueprint for an ideal development broadcasting created in the “spirit of localization and decentralization in news and information and comprising a network of locally based rural stations” (Quebral, 1988:81). This model would be linked to information and communication technologies, providing access to development and scientific research and, importantly, a model guaranteeing community participation in broadcasting activities.

This idea echoes in the words of Karenyega (1997:32), who envisions an ideal community-oriented network, which will “serve rural audiences, cover all aspects of rural life, and will no longer be confined to programmes solely about agricultural production, health and basic development issues.” Unlike the local radio which focused on serving a geographically situated community (as in AMARC-promoted models), Karenyega proposes rural/community radio that will focus on serious understanding of the wishes, tastes and trends of its audiences, which will boost the participation and engagement of communities in programming, management, and evaluation.

Furthermore, as a result of the different kinds of opportunities that the study of management presents, this will help to optimize understanding of how media organizations operate and are managed. In light of the relatively low priority given to this area of research, there is a lot of unexploited potential for insight that would be valuable, both for media organizations and the stakeholder environments. Considering management as an explanatory variable will surely cast new light on strategic choices and the daily operations of media organizations. This is to encourage studying the usual elements of management research, such as organizational culture and structure, workflow, steering and control mechanism, human resource and financial management in community radio stations (Nissen 2013:67) .

Again, the study of management promises to open up vistas of knowledge which will “task both media managers and stakeholders to come up with a planning strategy programmed to effectively manage media stations” (Kung, 2008:8). This thought echoes in the words of Drucker (2000:13) who “claims managers must become change leaders, seizing opportunities and understanding how to effect change successfully in their organizations”. The challenge is now for media managers to incorporate and manage change successfully, both internally and externally.

This study will also aid researchers and theoreticians to come up with novel theories and recommendations capable of explaining and identifying better ways in which the media can be managed, and ultimately breaking new frontiers in the media management field, because “at the end of the day, media management is concerned with working with and through other people to achieve organizational objectives” (Albarran, 2002:11). However, in these shifting and uncertain times characterized by the highly competitive environment in which the media industry operates, one has to consider the process by which media organizations develop their strategies and the

type of analytical tools they use to underpin this process, hence the need to pay serious attention to the study of management.

The study of media management began in the last decade, and has enjoyed vibrant growth as a result of the growing interest of researchers and scholars due to emerging and profound developments underway in the media, communication, and technology fields. However, it is still under-explored and under-theorized (Cottle, 2003). This is partly due to its newness and also because, arguably, scholars have not been able to reconcile managerial practices and organizational patterns in the cultural industries with established views of management (Lampel, Lant, & Shamise, 2000). Though gradually gaining momentum, it is a scholarly field worthy to be explored to help chart the course and suggest better ways on how the media should or can be better managed in view of the ever-evolving society that we are in. Also, it is important to state here that the study of the management of media enterprises, institutions, and personnel evolved quite naturally over time, and today, the study is a global phenomenon, and research and inquiries into the field crosses interdisciplinary lines, theoretical domains, and political systems (Albarran, 2002:13).

In order to understand the workings of the media, particularly radio, it is expedient to consider what management is, as well as the evolution of management thought and practice during the lifetime of broadcasting. Pringle et al (1988:4) define management as “the process of acquiring and combining human, financial, informational, and physical resources to attain the organization’s primary goal of producing a product or service desired by some segment of society”. It has also been defined as a means of “directing, coordinating, and influencing the operation of an organization so as to obtain desired results and enhance total performance” (Carlisle, 1987:10), and “management may be defined as the process of planning, organizing,

influencing, and controlling to accomplish organizational goals through the coordinated use of human and material resources” (Flippo, Mondy, Sharplin, 1988:6).

Critically examining the above definitions of management, the perspective of the authors differ, but one thing seems to recur - the deliberate control and effort of people, material, and resources to achieve a goal. After all, “management is working with and through other people to accomplish organizational objectives” (Albarran, 2002:11). Therefore, in order to fully understand the workings of the media, particularly radio, it is important to have a full grasp of how it should be managed.

Given the unique nature of radio, and its uniqueness to the society as being ubiquitous in nature, as well as being a “primary source for information and entertainment and an important part of the function” described by Lass well (1949:28) as transmitting the culture of the society, radio today needs better attention, and possibly some redress in order for it to take its position not only as a medium but also as a developmental instrument to engender change and growth in the society.

1.1 STATEMENT OF THE PROBLEM

In spite of its ground-breaking success as a revolutionary medium in almost all parts of the continent, community radio is still seen as part of a broader struggle for access to communication media. Its main principles which includes the principles of “access, participation, and self-management in communications” (Lewis, 1984:17) are not being operationalized. This tier of broadcasting continues to struggle with a range of obstacles and challenges such as the scarcity of license opportunities and shortage of funds.

Manyozo (2009:8-10) paraphrased, identifies four critical issues confronting the managerial growth and development of community broadcasting in Africa, which are financial dependence

on donors, inadequate training opportunities in rural and community broadcasting, problem of sustainable evaluation instruments, and lack of national policies on development communication.

Prominent of all these challenges however, is the issue of “sustainability of community radio stations” (Muswede, 2009:6). In most African countries, “many community radio stations operate in situations of dire poverty despite having been set up confident that local needs would ensure community support in the form of volunteering, in-kind support and donations” (Muswede, 2009:6). It then results in a case whereby both community and community radio stations look up to each other for survival.

Molebogeng Taunyane (cited in Muswede, 2009:22) argues that the same problems that plagued the sector [community radio] in its infancy stage are still evident. The majority of the stations are still totally reliant on the kind support of the Media Diversity and Development Agency (MDDA) and (donor) funding. Thus, when donor funding ceases, the station itself stops. As a result of this, many community radio stations become unsustainable - frequently appearing and disappearing.

Such problems require the attention of all stakeholders including scholars, government, and practitioners in the field. The concerns raised in this regard often create zones of possible research into what might be the challenges posed by the peculiarity of the mode of operation of community radio stations. This study therefore seeks to delve into the area of management models adopted by community radio stations in South Africa.

In the light of the aforesaid, Bosch (2008:6) contends that the sector cannot continue to depend on external sources or donor funding for their survival. They need to promote self-reliance, ownership and the investment of local communities in order to achieve institutional, social and

eventually, financial sustainability. Ultimately, a holistic approach towards sustainability is imperative for community radio, including the rural-based stations where resources are scarce.

Focusing on its financial sustainability, El-ghul (2004) berated the lack of proportionate funding and absence of financial security for community radio from the government, arguing that the sector is left poorly funded thus limiting the medium's chances of effectively fulfilling its role and mandate within the community.

On his part, Sewlal (2014) argues from the stance of staffing of community radio stations. Recognizing the fact that the bulk of community radio workers comprise volunteers, Sewlal argues that this practice comes with its own plethora of problems - volunteers are often distracted by other priorities in their lives and are therefore torn between two worlds, hence the available meagre funds that trickle into the station are gnawed on heavily by both maintenance and managerial expenses.

Robb (2009) asserts that when radio stations began in the United States in the 1920s, big corporation were at hand to provide equipment and content. In a way this made radio broadcasting susceptible to elite manipulation. Hence, some scholars predict this same fate might soon befall community radio, the bulk of whose revenue comes from donations, sponsorships, grants and membership fees. The fear is that community radio might become susceptible by promoting and championing the cause of its sponsors which negates the mandate of community stations as non-profit entities.

Also, the community radio sector has endured difficulties not all of its own making. An "insufficient number of trained personnel, lack of adequate funding, demonstration of poor leadership are but some of the factors which have stunted a greater level of growth of community

radio” (Sewlal, 2014:26). These are some of the factors responsible for the lamentable state of community radio stations whose primary purpose of serving the local community and being a “source of local content” to the community is being defeated. (Forde, Meadows, & Maxwell, 2002:21).

Again, owing to the rather inconsequential posturing and positioning of community radio stations in the hierarchy of other mainstream media, its organizational setup, and its general outlook as a local medium to the people, community radio seems vulnerable to the aforementioned challenges which can be generally considered as managerial issues needing redress. This has therefore set back the progress of community radio stations from achieving their full potential and delivering on their mandate. Being a form of grass root media, community radio stations are often neglected, and sometimes lack attention from the government and other stakeholders, resulting in their under-utilization. In the words of Moran Albert, the dilemma of community radio is huge:

“Simply, the sector lacks the political power of both public service radio and commercial radio. While the sector has been sanctioned and offered some support by the state, it has also been under-resourced in terms of material needs such as equipment and funding and ignored in public debate, analysis and polemic” (1995:149).

The issues raised in the above therefore call for attention and redress on the part of all stakeholders as well as the government, which is the essence of this study.

1.2 OBJECTIVES OF THE STUDY

Main Objective: To identify and evaluate management models and practices present in the selected community radio stations (Mafikeng FM & Radio Mafisa). To achieve this, certain specific objectives will be pursued, and they are as follows:

- (a) To evaluate management models through an understanding and analysis of management practices existing in Mafikeng FM and Radio Mafisa.
- (b) To determine the extent to which these management practices contribute to the achievement of the mandate of the two community radio stations.
- (c) To identify the differences in the management models of Mafikeng FM and Radio Mafisa.

1.3 RESEARCH QUESTIONS

This study seeks to answer the following questions:

1. What radio management models can be deduced from the management practices in place at Mafikeng FM and Radio Mafisa?
2. To what extent do management practices contribute to the achievement of the mandate of the two community radio stations?
3. What are the similarities and differences in the management structures of the selected radio stations?

1.4 RELEVANCE OF THE STUDY

This study intends to call the attention of media practitioners, media managers, researchers, government and other relevant stakeholders to the need to give serious consideration to the management function through a careful consideration of practices and models that currently exist charting a new path on how community radio stations can be better managed. Pertaining to

scholarship, this study will help a growing number of researchers and students, academia in general come up with novel methods and strategies to manage the media, particularly community radio effectively in the sea of emerging and competitive digital innovations.

Another vital contribution of this study is that it intends to expand the extent of literature in community media management, as well as to spotlight community media management issues in South Africa as little seems to have been done in this regard. It will again help academia in discovering new areas of research, develop the use of different methodologies, and advance new theoretical approaches.

Ultimately, the contribution this study intends to make is to present a narrative as well as an overview of how the above named community radio stations are managed in South Africa and to identify and evaluate the management models or practices in place, and suggest better management models to adopt in the absence of suitable ones.

1.5 SCOPE OF THE STUDY

In order to get the most from of this study, this study will be limited to managerial issues within the community radio stations selected. The radio stations are Mafikeng FM (96.7FM) and Radio Mafisa (93.4FM), both of which are community radio stations in the North-West Province of South Africa.

1.5.1 Brief History of Mafikeng FM (96.7FM)

Mafikeng FM is a community radio station broadcasting to the entire Ngaka Modiri Molema District Municipality in Mafikeng in the North-West Province of South Africa and to the entire global community via audio streaming at www.mafikeng.fm. Formerly called Radio Sunshine, it started as a religious community radio station, where the bulk of its programming centred on

religious issues and gospel music. However, when community members started demanding better, inclusive, and community centred programming that would represent their interests and, views, and address their concerns, it was shut down by the regulatory body. In 2005 however, Mafikeng FM was inaugurated. It started as a mouth- to- mouth service, coming and going, and later in 2008 when it got its license from ICASA, it started full- blown broadcast operations, and has consistently remained uninterrupted on air.

The station broadcasts in three different languages namely; Setswana, at 75%, followed by English at 20%, and then Afrikaans at 5%. Its programming style is such that news and current affairs is at 60% while music follows at 40%. The station broadcasts every day for 24 hours a day. It targets all age groups of the entire Ngaka Modiri Molema District Municipality and the surrounding communities, as the community comprises of different socio-economic backgrounds.

1.5.2 Brief History of Radio Mafisa (93.4FM)

Radio Mafisa is a community radio station that broadcasts from Rustenburg in the North-West province. The station is owned by the community and run by the Board of Directors in between Annual General Meetings. www.mafisafm.com

It began broadcast 20 years ago to enhance community involvement in matters that relate to them. These include entertainment, education, information and inter-community relations. Mafisa FM started broadcasting on the 1st July 1996 on 90.7 FM. A few months later, the station changed its frequency and started broadcasting on 93.4 FM on the grounds of interference by frequencies of other nearby broadcasters. Since its inception, the station has built a local, national and global reputation as a consistently reliable source of news and information.

Its programming content is as this: talk programmes at 60%, while music follows at 40 %. One of Radio Mafisa's obligation to news is that it broadcasts 60 minutes of news per day, the bulk of which is local news. It also has a commitment to broadcast a South African content of at least 40%. The station broadcasts round the clock (24hours) and it does that in Setswana at 80%, followed by English at 15% and other languages at 5%.

1.6 Theoretical Framework

In order to have a balanced understanding of the subject being studied, a mix of approaches from both management and the communication field will be used in this section. Hence the strategic approach from the management section proposed by Porter (1980), and the Democratic Theory and Participation from the communication segment by Carpentier (2003) will be elucidated.

The theoretical frame for this study draws on the strategy literature which was proposed by Harvard Professor, Michael Porter (1980). The concept of strategy is to consider how best to adapt an organization and its strategy to environmental changes. Thus, the concept of strategy has been summarized into two main approaches by (Kung 2008: 118) "the prescriptive and the evolutionary". Although the two approaches share some similarities, the prescriptive approach (also known as the rationalist approach) is the most used media management approach which stresses that the practice of strategic management is a rational and linear process with well-defined and developed elements before the strategy begins (ibid:119). However, scholars have criticized the approach saying the insights provided are one- dimensional, and if we are to truly make sense of the media, and produce findings that are relevant to it, we need to widen our scope to include more industry and organizational issues. In other words, this means applying the evolutionary approach, also known as the adaptive and interpretative approach.

The evolutionary view does not present a clear, final objective for its strategy as it believes that strategy emerges, adapts, and evolves over time (Lynch, 1997:109). Chaffee (1985:7) further suggested that strategy can be studied from three distinct approaches: “linear strategy, which focuses on planning and forecasting; adaptive strategy, which emphasizes the concept of fit and is most related to strategic management; and interpretive strategy, which sees strategy as a metaphor and thus views it in qualitative terms. However, Kung (2008:120) argues that this adaptive approach “is an evolutionary process where change takes place progressively as firms undertake a series of strategic readjustments in response to a changing environment.”

A significant body of literature (Quinn, 1980; Mintzberg, 1987; Senge, 1990; Leavy, 1998; Mintzberg, Ahlstrand, & Lampel, 1998; Argyris, 2004; Rees & Porter, 2006) advocates this view, arguing that competitive environments are complex and unpredictable, and, as such, media organizations can only hope to learn from changing environmental conditions and adapt their strategies accordingly. This idea also echoes in the thought of Kachaner and Deimler (2008) who suggested that organizations need to “stretch their strategic thinking” by challenging their prevailing assumptions and planning routines, rather than using the same strategic planning tools each year as these tend to produce strategies that are incremental and do not take advantage of new market opportunities. Hence, the issue here is rather than continue with a model that seems restricted and tends to be producing the same results, it is best for media organizations to shift away from that kind of approach and integrate new approach(es) capable of enabling them achieve their organizational objectives.

1.6.1 DEMOCRATIC THEORY AND PARTICIPATION

This theory talks about the importance of the inclusion of people within political decision-making processes. In its definition of democracy, it brought about two concepts - the “rulers”

and the “ruled”. It states that in other forms of government such as aristocracies and monarchies where the rulers rule, the ruled should rule. This form of political process provides some form of equality among the people. Bringing it back to the subject of community media, this above illustration aptly describes the concept of community radio where decision, authority, participation, ownership rests and resides with the community, prescribing the ideal management structure of community radio. Referring to Livelys’ (1975:30) work, and describing how best this form of political equality should be in practice, he articulated the function of the ruled in governance. He created a picture of the “ruled” being the authority itself, and from whom the “rulers” take instructions and directives. The essence is to highlight with strong emphasis the importance of the ruled and their function and to show that the concept of participation, which is one of the critical pillars of community media, is articulated exclusively to the ruled. Thus, in application to the subject of community radio management, the community should be at the center of it all. They are the ones to govern, be involved in decision-making

Again, Carpentier et al (2003:53) provide some clue to understand the concept of community media, first, as a community media (serving the community), then as alternative media, (alternative to mainstream), and civil society media. A blend of these approaches provides us with a typology to theorize community and alternative media, and to analyze the role played by participation towards better community media management. Adequate elaboration will be made in subsequent chapters.

1.7 METHODOLOGY

The research design chosen for this study is the qualitative method. A qualitative design was selected because the study is investigative in nature, and because the researcher is interested in finding out the kind of management models/practices present in community radio stations in

South Africa using two community radio stations (Mafikeng FM & Radio Mafisa) from the North-West Province.

Population of Study: Generally, the population of this study consists of community radio stations in South Africa. However, since the whole population can't be studied, two community radio stations were selected.

Sampling: These two community radio stations (Mafikeng FM & Radio Mafisa) will constitute the sample as they have been purposively selected.

Research Instruments: In order to be able to execute this study, interviews (semi-structured type) will be used to explore the views of the personnel of both stations on the issue of community radio management.

Data Collection: With the use of interview guides to aid the researcher during the interview process, the interviews will be tape recorded for ease of reference and analysis.

Data Analysis: The interviews will be transcribed and analysis will be done using the analytical inductive approach. This approach entails using the responses (evidence) obtained from the interviews to draw up conclusions.

1.8 OUTLINE OF THE RESEARCH

This study consists of five (5) main chapters and they are as follows:

Chapter One: Introduction and Background. This includes

- 1.1 Background to the study
- 1.2 Statement of the Problem
- 1.3 Objectives of the Study
- 1.4 Research Questions
- 1.5 Significance of the study

1.6 Scope of the Study

Chapter Two: Literature Review:

This includes a review of relevant literature on community radio and conceptualization of community radio in relation to its management function. It intends to discuss the state of management of community radio stations in South Africa which is the gap this study intends to fill. With the aid of relevant literatures, it seeks to examine the thoughts and perceptions of scholars on the management, democratization and sustainability of community radio stations in South Africa, ultimately Africa. To understand this, certain theoretical concepts such as the strategic approach posited by (Porter, 1980) and the democratic participant theory (Carpentier, 2003) will be used to interpret the function and peculiarity of community radio and its management function.

Chapter Three: Research Methodology:

A detailed narrative of all the designs, methods and techniques used in getting data for the study. This includes a step-by-step account of all the activities the researcher involved in order to get information for the study. This includes the methodology, sampling, population, data collection procedure and analysis.

Chapter Four: Presentation and Analysis of Data:

This involves a sequential presentation and analysis of data obtained from the field. Analysis will be done using the analytical inductive approach from the interviews gotten from the personnel of both stations. For clarity, a breakdown of the interviews will be done to bring out the themes.

Chapter Five: Conclusion: A general and succinct overview of work done in previous chapters which includes the findings, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

A considerable amount of work has been done on community media in South Africa and Africa in general (see for instance Bosch, 2006, 2008; Odine, 2013). While Lizette Odendaal (2002) focuses her work on community newspaper management in South Africa, her work in a way refers in passing to the impact that the availability of local broadcast media and new media may have on the sustainability of print journalism in the country, suggesting that a thorough and strategic knowledge of the print media market would aid its management style. Other scholars however have largely focused on issues of sustainability of community radio in South Africa suggesting ways in which community radio would continue to function should donor and government's intervention cease (cf. Muswede, 2009; Hussain & Tongia, 2007)

However, not much has been written on how well to manage community radio in all its ramifications, which is the gap this study intends to fill. Thus, this review intends to provide a deeper understanding into relevant and related literature on community radio management. There is however no doubt that there is a recommended way of managing community radio which many scholars and authors have explicitly suggested and which conforms to the school of thought of the international advocates and promoters of community radio, (AMARC) which is –

“community radio should/must be managed, owned, and financed by the community it serves” (Fraser & Estrada, 2001:51). However, there has been no wholesome study of the medium. Different authors have merely concentrated on certain aspects of community radio management, leaving out other aspects. This has contributed to the fractional study of community radio management. Hence, the essence of this study.

It is expedient to state here that in view of the ever-changing nature of the media, the peculiarity of the medium itself, the advancement of communication and information technologies, the peculiarity of the target audience, policies and regulations, community radio now, more than ever, needs a workable, practical method in which it can be well managed to aid it in fulfilling its mandate. Thus, a review of all these will bring about a theoretical framework capable of explaining, interpreting and suggesting a suitable methodological approach on how best to manage community radio stations. It is expedient to state here in clear terms that community radio is first and foremost an organization, having all the features and full manifestations of an organization, before it is a media organization. With this in mind, reviews would be done taking community radio as an organization first, considering its managerial structure or layout, and then further reviews of community radio as a medium.

2.2 COMMUNITY RADIO AND MANAGEMENT

Basically, there is no hard or fast rule for the management of community media, or the media in general. However, it is presumed that the management of community radio resides within itself. As it has been stated above, the management of community radio rests with the community which it serves, which allows for less organizational bottlenecks and protocols involved compared to other traditional or mainstream media. The question worth considering next is that in view of the diverse, social, economic, cultural circumstances surrounding each community

and which varies from community to community, how best should or can a community radio station be managed? Can it be managed devoid of cultural or ethnic undertones or can it be strictly managed in accordance to the mandate in which community broadcasting is established?

The attempt is therefore to gauge if an internal democratic process exists that puts grass roots expression at the heart of programme production- which is where management comes in, to ascertain if community radio stations are properly aided in fulfilling their mandate of creating a democratic, dialogical, and participatory process of creating awareness and bringing to their consciousness their understanding about their community's social reality, problems and solutions.

As stated earlier, a look into the different sections of community radio from the managerial perspective will be done. At this point however, it is expedient to state in clear terms that community radio is first and foremost an organization, having all the features and full manifestations of an organization, before it is a media organization.

Salawu (2015:304) identifies two basic models of managing local language press (community radio inclusive), which are: (i) mainstream model (ii) subsidiary model. The mainstream model consists of "local language newspapers that exist as sole or main products of a media organization, while the subsidiary model consists of local language newspapers that exist as subsidiary products of a foreign (but dominant) language media organization". Salawu (2015: 305) went further to differentiate the models under these typologies:

(i) Focus/Attention/Priority: According to Salawu, local language newspapers in the mainstream model enjoy all the attention of publishers, because they are the only products of the organization. Such local language newspapers do not need to compete for attention with foreign

language newspapers because such do not exist in the organization. Thus, they enjoy an appreciable size of audience or market, product monopoly, and attention. In contrast however, the local newspapers in the subsidiary model do not enjoy such attention. They are treated as appendages to the organization. They canvass for advertisements and distribution or circulation. This is however due to the general language apathy, particularly among the elites who double as both advertisers and promoters (Salawu, 1993, 2004a).

(ii) Resources (Sharing) - Men, Materials, Machines, and Marketing: Local newspapers in the mainstream model enjoy the same amount of benefits in terms of men, materials, machines, and marketing. However, local newspapers published as subsidiary products do not usually benefit from these opportunities. Rather, they are regarded as “mere appendages of the organization” Salawu (2015: 306).

From the above postulation of Salawu, (2015:304-306), it is indeed clear that local language press in the mainstream model enjoys more media attention, publicity, advertisements and sponsorships (revenue), resources (men, material, and machines), while the local language press in the subsidiary models enjoys little or none of these. From the above illustrations however, it is enough to say that community radio stations fall under the subsidiary model, where local language press in the subsidiary model is seen as a substitute, an alternative, as against the mainstream model. Support for this position can be found in Carpentier’s (2011:95) approach to understanding community media as alternative media focusing on the relationship between alternative and mainstream media, putting more emphasis on the discursive relation of interdependency between two antagonistic sets of identities.

This approach to defining alternative and community media is based on the concept of alternative media, where it is emphasized that being a “third voice” (Servaes, 1999:260) or “third

type” (Girard, 1992) is still a viable option for media organizations. This concept is built on a distinction between mainstream (public and commercial) media on the one hand, and alternative media on the other, which of course community radio falls into, where alternative media are defined in an uncomplimentary way to mainstream media.

In terms of audiences, organizational structure and staffing, present-day mainstream media are usually considered to be large-scale and geared towards homogenous segments of audiences. By contrast however, alternative media can take several opposite positions on these matters. Typically, they are small-scale and oriented towards specific communities, possibly disadvantaged groups, independent from state and market, allowing for the facilitation of audience access and participation within the frame of democratization and multiplicity. For the purpose of this study and for clarity, a conceptualization of community radio will be done.

2.3 COMMUNITY RADIO AND DEMOCRATIZATION

Despite its pervasiveness, community radio is still being held up in some quarters, even in spaces where it is perceived that the medium has been liberalized.

In South Africa however, which is being credited as being one of the countries having more progressive broadcasting policies regarding community radio than other, long established democracies, “the sector is still struggling largely because of licensing and regulation delays, inadequate funding and skills shortages in many areas of the country” (Taachi, 2003:2184). The absence of good legislative policies is still hindering the growth of community radio in South Africa. This in a way is having a negative effect on community radio.

Going back to the roots, and depending on the model of the community radio initiative that is operated within the locale - whether it is to advance a cause, or to prevail on the government to

provide service delivery, or a faith-based community radio station, - this lack of cohesive legislation makes founders or managers to operate community radio stations the way they deem fit, and if precautions caution are not taken, it could be used to further the interests of the founding members. In another sense however, in the case of heavy reliance on donor funding, it begins to propagate the ideas or interests of the donors.

In her paper, Tucker (2013:109) points out that “the community radio movement came out from theories of democracy in which participation is a key element. Without participation of local people in the political or social process, no just, peaceful, political process can take place”. She went further to state that within the community radio literature, there are at least two recognizable theories of democracy- transformative and radical (Young, 2000; Ghai, 2001; Petranovic, 2007).

According to her “radical democracy theorists argue that the key element of a democracy is participation by a large percentage of the population, particularly those marginalized populations whose voices might not be represented in a majoritarian or elite system. Transformative democratic theorists agree with the radical democratic theorists that participation is important, but they argue that this participation must take place in all socially important institutions, and not just in political processes” Tucker (2013: 112).

From the theories however, it suffices to say that community radio should be both radical and transformative. Its structure and mission should be such that it should be “participatory and amateurish”, a practice suggested by Dunaway (1998:96) – a total contradiction to the traditional or mainstream media practice. With this kind of practice in place, community radio will be accessible to all, thus aiding in its management. Tucker however concluded by saying, in order to have a participatory democracy, “a particular kind of media is necessary, namely one that

includes participatory citizen and community controlled media” Tucker (2013:115) - rather than state controlled media.

The question worth considering next is that in view of the fact that there is need to adopt or begin a participatory and accessible kind of community radio different from the mainstream media, how well should such practices be sustained which leads to the next sub-topic.

2.4 COMMUNITY RADIO AND SUSTAINABILITY

There happens to be so much literature on this aspect of community radio; however how well do we sustain a radical and transformative community radio posited by Tucker (2013) in view of different challenges confronting the medium.

Manyozo (2009); da Costa (2009); and El-ghul (2014) suggested some approaches towards attaining sustainability for community radio stations. In all of these, there has been no holistic and widely accepted definition other than that of Dagron (2001) who identifies three dimensions of sustainability which determines the ability of community radio stations to survive and grow.

The first is “social sustainability”, which refers to community ownership of the station and participation in production and transmission of programmes at both decision-making and operational levels. According to this perspective, it is only communities that have appropriated or owned a communication process that can make it socially sustainable. The second is “institutional sustainability”. This speaks of the way the personnel of the station function in terms of the station’s policies, democratic processes, management styles, internal relationships and practices, and partnerships with external agencies. The third is “financial sustainability”, which refers to the station’s model for generating revenue and how its funds are managed and

accounted for. All three are inter-related and impact on one other (Dagron, 2001, in Lush and Urgoiti, 2011).

The latter of the three points addressed seem to be the area where scholars have focused on more, neglecting the other aspects of sustainability which are just as important and crucial to the overall sustainability of a community radio station.

Similarly, Jallof (2007) asserted almost the same thing; though complementary, he defined the issue of sustainability from three aspects as well; “social sustainability” referring to the ownership of institutions, processes, and ideas, development of local content, language, as well as local culture and relevance; “organizational sustainability” which includes legislation and policies, internal democracy, training and participation, appropriate and democratic structures, management and supervisory bodies, appropriate technologies and belonging to relevant networks and associations; and “financial sustainability” which refers to the composition of realistic budgets, identifying local, national, and international funding opportunities, and determining the desired funding mix.

Drawing on the contributions above, and up to the present time, its obvious stakeholders have merely focused and concerned themselves more on the financial sustainability of community radio stations, forgetting that the internal sustainability of community radio stations (community participation, staff/volunteer wellness, community-focused production/programming policies, etc.) is also important and goes a long way to affect the sustainability of community radio stations. This suggests that it is time stakeholders begin to pay serious attention to other aspects of the sustainability of community radio stations.

Ultimately, sustainability transcends the issue of finance only, it includes the social, and institutional aspects as well. While the three are mutually reinforcing, each represents critical pillars around which communities must build and grow their community radio stations if they are to remain as mediators of social change.

2.5 General Management

Though the understanding of community radio is generally and seemingly not complex, there are almost as many models as there are stations. Each community radio station is a unique communication enterprise shaped by several main features strengthened by the distinct culture, history, and identity of the community it serves (Girard, 2007:1). Nevertheless, there are some characteristics that all community radio stations have in common; they are community-based; community owned and controlled; independent; not for-profit; pro-community; and participatory (Fraser & Estrada, 2001; Girard, 2007). Community radio is a shared, collective process in which members of the community connect and socialize together to create and invent programmes and air them, consequently taking on the role of actors for their medium and for the community. Regardless of the community initiative or the type of model being advanced, the emphasis should be on the ownership of democratic and development efforts by the members of the community themselves in relation to the use of media to achieve this. In essence, this is participatory communication which is above all a process, not a technology, nor merely a means. It is about the community speaking to each other and acting together for achieving common goal” (Fraser & Estrada, 2001:4; Girard. 2007:2). The goal of which is to bring about community empowerment.

Furthermore, community radio’s most distinguishing characteristic is its commitment to community participation at all levels. While, commercial or private radio audiences participate

by calling in during live programmes or requesting for a particular type of music to be played, - which is limited, community radio listeners have unrestricted access to their medium because they function as both the creatives/talents, producers, managers, directors, evaluators, and even the owners of the stations (Girard, 2007:2; Wigston, 2001:14).

Community radio is about the community doing something for itself by fostering the participation of citizens and defending their interests. Its mandate which is to -inform, reflect the tastes of the people and help resolve the problems of daily life through a rich and diverse programming representative of all their culture, opinions should be sustained. Community radio is broadcasting which is for, by and about the community, hence ownership and management is representative of the community, which pursues a social development agenda, and which is non-profit (AMARC: Africa & Panos Southern Africa, 1998).

In Girard's (2007:1) view, community radio means radio in the community, for the community, about the community and by the community. There should be a wide participation from regular community members with respect to management and production of programmes. This involvement of community members distinguishes it from the dominant commercial media that are operated for profit, propaganda, power, politics, privilege, etc. Thus, community stations should be collectively operated by the community, dedicated to development, education and people empowerment. They should adhere to the principles of democracy and participation (Jordan, 2006:1)

From the above, and for a wholesome community radio management, the management should reside in the community. Taking into cognizance that the management of the community radio station cannot be done by the whole community in its literal sense, the community selects or

appoints a person or group of persons who will serve, represent, and oversee the general running of the radio station.

Often, the origin of a community radio station determines the leader and manager of the station. Some community radio stations started as development projects, some started at the grassroots level by local political, social, or religious groups who saw the need to get their message out, and by community radio activists and supporters, who saw a need for community discussion and participation in political communication in their communities (Gray, 2002).

The person or group of persons appointed are charged with the responsibility of ensuring that the community radio station functions at its best, articulating and promoting local programmes, talents, issues, and events for community utility. Also known as the general manager, he sees to it that all resources- tangible and intangible, material, human and financial - are properly coordinated and channelled for optimum productivity in the community radio station. In other words, he is the representative of the whole community to the corporate world, operating in a highly competitive environment.

Thus, according to (Fiorina et al., 2003: 39), the function of a manager is to marshal that social capital in such a way that it carries the organization forward to accomplish management goals. So, for the organization to grow, the leader must find ways to inspire organizational members, who then actually move the organization. (Albarran, 2006:118) saw this from a different perspective from the school of thoughts of the early structural-functional, classical theorists who saw management as a driving force pushing benign workers who were paycheck-focused and perceived as willing to follow orders.

However, Geisler (2000:2) submits that “because of the nature of media work, and the clash of ideals and economic reality that frame it in the western model, those who manage media organizations at whatever level

“must be extraordinarily strong in communicating a vision; they are, after all speaking to employees who make their living by resisting spin and seeking truth. It takes a lot to inspire them. But even as they are trained to be sceptics, journalists, at their core, are idealists. They want leaders with visions. They follow those who creatively and honestly articulate it”.

But in all, the general management lies with the entire community, where each member of the community is a stakeholder as well as a participant or contributor to the growth of the medium. Hence, community radio stations are supposed to be maximally participatory. They are supposed to encourage participation of local citizens in all elements of their operation, including management, planning, education and production (Tucker, 2013:394)

2.6 Personnel Management:

Despite the prevalence of digital technologies, the media organization depends on human creativity more than ever. Machines are dumb things that can only do what the designer built into them. But human beings dream and create. They provide the critical element of innovation needed to survive in the dynamic, contemporary, and operating environment. (Dickson, 2003; Dobson, 2003; Garfield, 1992; Hellstrom & Hellstrom, 2002).

It therefore means the role or function of human creativity in media organizations cannot be underestimated. In simple terms, humans are the machines behind the machine.

This same factor features, and is prominently inherent in community radio the bulk of whose personnel are community volunteers, and a few paid workers. This therefore suggests that the human factor or creativity, which makes up media stations, particularly community radio stations, is worth evaluating.

Thus, the effective media manager must be able to aid members by combining certain traditional structural-functional aspects of the organization while dealing with the psychology of organizational members to help them be as creative and productive as possible (Albarran, 2006: 121). Shapiro (2002:20) “likened this effort to that of creating excellent music. The leader or manager needs knowledge and rules to keep everyone working smoothly”. Hence the role of the manager is to marshal all efforts, ideas, and thoughts for community growth. To do this, the leader must be able to take care of and meet the needs of his personnel in all areas for community radio growth and development. In some climes however, community radio talents are not being paid, the bulk of the workers are volunteers, and in some cases, some are just been given a monthly stipend depending on the mandate of the community station. Against this backdrop however, it is expedient that attention should be given to other aspects of their lives, wherein they would be compensated and motivated. Such ideas include, motivation, training, incentives, and some other fringe benefits which should motivate them to continue to give their best.

This idea is best explained by Alderfer (1972:54), using a three part model to explain the concept of motivation in organizations. Basic necessities of life (food, clothing, shelter) are the subsistence needs. Those things motivate human beings to work, but humans also have growth needs - the sense of being productive, creative, or doing something worthwhile. Humans also need personal and social relationships that are meaningful, called relatedness needs. The three

needs groups—subsistence, growth, and relatedness—work together. The more perfect the balance among them, the higher the motivation. In other words, for healthy community radio management, priority should be given to these needs which invariably takes care of the welfare of the personnel.

2.7 Financial Management:

As stated in the policy formulation of community radio, community radio stations are not-for-profit organizations. They are radio stations not to be run for the purpose of making financial gains. This clearly distinguishes community radio from the commercial radio station or even public service broadcasters. Another vital characteristic of the definition of community radio is that this sector, unlike the public and private broadcasting, is intended primarily to serve a particular community and must be identified distinctively with community and voluntary organizations.

Be that as it may, the stations may receive funding from businesses, or they may have fundraisers and sales in order to increase their funding, but the proceeds from such commercial ventures must go to the station itself, or to any community foundation that runs the station, to be used for projects related to the station and community education and empowerment. (NFCB, 2013; FCC, 2013; AMARC 2013a). Also, they may be funded by donations, grants, sponsor or membership fees, or by any combination of the aforementioned. This sole attribute or condition is expected to give community radio an edge to be an autonomous, non-partisan and largely independent

medium, compared to other media - an attribute seemingly lacking in many contemporary media organizations around the world.

However, certain schools of thought have raised concerns on the financial implications of community radio. Robb (2009) asserts that, at the beginning in the USA when radio stations first began broadcasting in the 1920s, big corporations were on hand, providing both equipment and much of the content that listeners received. This made radio broadcasting susceptible to elite manipulation. Hence, some scholars predict that this same fate might soon befall community radio, the bulk of whose income comes from donations/grants, and membership fees. The fear is that community radio might become susceptible in promoting and championing the cause of its sponsors which negates the mandate of community stations as non-profit entities.

The solution here, according to El-ghul (2004) is for community radio station to re-invest and plough back into the station the revenue generated by entrepreneurial means. According to him, uncertain times lie ahead of community radio, and the future path is torn between those who support the move in the direction of commercialism and others who are firmly against it on the grounds that such a move might compromise the ethos of community stations.

El-ghul suggests an open minded entrepreneurial approach to community radio operation that would ensure a positive move towards financial success rather than operating within restrictions that would result in the station's struggle to survive.

Hence, for the viability and sustainability of community radio stations, El-ghul (2004:14) suggested some approaches;

- Apply more entrepreneurial principles, in particular marketing principles;

- Lobby for more favorable licensing requirements including the elimination of sponsorship time limitations;
- Promote sharing of resources among stations such as facilities, rentals and airtime for those stations that share a geographical location;
- Promote the use of barter payments;
- Promote long-term philanthropic relationships between community radio stations and donors.

El-ghul (2004:14) argued for the self-sustainability of community radio stations, practical methods such as the ones listed above should be incorporated into the financial life of community radio stations. This would aid them and make community radio self-sufficient rather than looking up to agencies and donor organization for help- an action which in the long run might compromise their ethos and mandate of community radio. In all however, all hands must be on deck to ensure the survival and sustainability of community radio station for development and democratic purposes.

Marcus (1986) also suggested that more attention should be placed on the economics of new media technologies as well as the convergence of communication technologies to foster community media management. In view of this, some school of thoughts argue that the task of managing community radio stations largely focuses on the manager, who is believed to be the overseer and administrator of a community radio station, however, from the reviews above, it is clear that the herculean task of managing a community radio station does not lie with the manager alone. It involves the concerted efforts of all stakeholders (staff, volunteers, community members) which will enable a community radio station take its rightful position not only as a democratic medium, but also as a developmental instrument to engender change and growth in the society. Inasmuch as the roles of media managers cannot be undermined in the radio

industry, there are certain extraneous factors which affects the workings of radio stations that are completely beyond the reach of media managers, and have as much effect and influence as they do for the station managers.

2.8 Theoretical Framework

Until recently, media management researchers have focused primarily on the external phenomena's of media organizations, neglecting the internal processes of media organizations. However, certain models can be used to interpret and explain the concept of management in community radio management. The essence will be to establish an understanding of how well media firms or organizations adapt their strategies to fit into the current and dynamic situations they find themselves.

There is a need for a focus on the media as organizations as well as businesses, which means exploring their internal organizational aspects and strategy processes, and recognizing the diversity of the sector. Taken together, these two sets of conclusions provide a basis for insights into future research directions, both in terms of theoretical perspectives and methodological orientations.

Clearly, this will involve applying an extensive range of management theories and media theory. For the purpose of this study however, a management approach would be used in explaining the management function of community radio, while a media theory called the democratic participant theory will be used, with a focus on community and alternative media. Strategy is characterized by a profusion of divergent models and theories—Starbuck once observed that everything ever written about an organization can be counted as referring to strategy.

2.8.1 Strategic Approach

As its name suggests, the adaptive school deals with strategic change, particularly how change unfolds and why. Shifts in strategy require shifts in the organization—in structure, people and processes. If models in the rational school seek to find the right unique strategic position to guarantee sustainable advantage, the concepts in this school of strategy seeks to find the systems and processes that enable dynamic strategic positioning, and resolve the tensions that can arise (Marcus, 1986). An underlying assumption is that in dynamic and uncertain situations, rational approaches can slow adaptation and blind an organization to important but perhaps hard to classify environmental developments (Mintzberg, 1990).

The focus in the adaptive school is particularly on the internal steps, such as the design and redesign of structures and processes in their widest sense, by which an organization can respond to changes in the environment. Concepts particularly relevant to the media sector are those concerning responses to technological advances. Adaptive models are capable of analyzing and interpreting complex environmental developments, delineating the scope and fine texture of the challenges they present, and providing insights into organizational responses. The adaptive school basically investigates into the processes and practices of strategy, into internal firm phenomena and dynamics and their relationship with broader performance outcomes (Kung, 2008). Adaptive approaches can also accommodate the dualities that a changed environment can provoke, but there are also other more significant issues that need to be resolved, and which research into media management should address.

Hence, the use of the adaptive model focusing on the strategic approach to describe and explain the workings at Mafikeng FM and Radio Mafisa, seeking to construct as well draw out inferences on the practices of strategy (strategic school of thought) in the internal firm issues and the relationship with other exogenous factors.

2.8.2 Democratic Theory and Participation

This theory concerns itself with the inclusion of people within decision –making processes which articulates the concept of participation best reflected in the concept of community radio. The thought is described in Held's definition of democracy who doubles as the propounder of the theory, he defines democracy as "a form of government in which, in contradiction to monarchies and aristocracies, the people rule. Democracy entails a political community in which there is some form of political equality among the people". Held's work provides an immediate and excellent overview of the complexity of the notion of democracy.

In his *Models of Democracy*, Held (1996:3) initiates the debate by referring to Lively's (1975:30) list of ways to organize this form of political equality in practice. Lively distinguishes seven variations: (1) all should govern; (2) all should be involved in crucial decision-making; (3) rulers should be accountable to the ruled; (4) rulers should be accountable to the representatives of the ruled; (5) rulers should be chosen by the ruled; (6) rulers should be chosen by the representatives of the ruled and (7) rulers should act in the interest of the ruled. Based on these variations however, which implies the participation of the rulers and the ruled towards a functional and democratic society, this bring to fore the participatory concept of community media in view of its mandate and definition.

However, three approaches by Carpentier et al (2003:53) provide some clue to understand the concept of community media, first, as a community medium, then as an alternative medium, and lastly as a civil society media. The combination of these approaches provides us with a typology to theorize community and alternative media, and to analyze the role played by participation, towards better community media management.

According to Carpentier et al (2003: 53), “traditional community and alternative media theory is built on media-centred models in trying to describe the functioning of community media (approach 1) and alternative media (approach 2). The first approach uses a more essentialist theoretical framework, stressing the importance of the community served by the media organization”. Alternative media models focus on the relationship between alternative and mainstream media, putting more emphasis on the discursive relation of interdependency between two antagonistic sets of identities. These traditional models for theorizing the identity of community and alternative media are complemented by a more society-oriented approach. This (approach 3) defines community and alternative media as part of civil society.

In the first approach, the role of these media organizations towards the community is emphasized. Community media are seen as serving a specific - often geographically defined – community, thus validating and strengthening that community. This is a component of the 2008 European Parliament’s (2008) Resolution on Community Media in Europe, which states that “community media are non-profit organizations accountable to the community that they seek to serve”. Second, access by the community and participation of the community (and its constituent subgroup) should be considered key-defining factors. An illustration can be found in Howley’s (2005:4) work, when he describes community media as “locally oriented, participatory media that facilitate the process of collective identity construction in geographically defined communities”. Another example is the ‘working definition’ of community radio adopted by AMARC-Europe (1994:4), which labels a community radio station as “a non-profit station currently broadcasting, which offers a service to the community in which it is located, or to which it broadcasts, while promoting the participation of this community in the radio”.

Thus, the “aim of community (and alternative) media organizations to serve the community is often translated as enabling and facilitating access and participation by members of the community. A diversity of ordinary people is given the opportunity to have their voices heard and valued” (Carpentier, 2011:97). Thus, societal groups who are misrepresented, disadvantaged, stigmatized or even repressed can benefit especially from using the channels of communication opened by community and alternative media, strengthening their internal identity, manifesting this identity to the outside world, and thus supporting social change and/or development. The participation of these groups and communities is facilitated through a more horizontal power structure, where core or staff members (often present in community and alternative media organizations) shy away from the ‘traditional’ media professional identities and practices. As Berrigan (1979:8) eloquently summarizes it:

[Community media] are media to which members of the community have access, for information, education, entertainment, when they want access. They are media in which the community participates, as planners, producers, performers. They are the means of expression of the community, rather than for the community.

Also Tabing’s (2002:9) definition of a community radio station- as “one that is operated in the community, for the community, about the community and by the community - makes it clear that participation in media organizations is not only situated at the level of content production, but is related to management and ownership. Participation in these media organizations is also translated as participation through media in society; as Fairchild (2001:103) puts it succinctly: “In short, participation in the station acts as a bridge to participation in society”. For instance, in its 2009 Declaration on The Role of Community Media in Promoting Social Cohesion and

Intercultural Dialogue, the Council of Europe (2009) emphasizes the role of community and alternative media to stimulate political (macro-) participation and enhance democratic learning:

“In today’s radically changed media landscape, community media plays an important role, notably by promoting social cohesion, intercultural dialogue and tolerance, as well as by fostering community engagement and democratic participation at local and regional levels”.

Fairchild (2001:103) takes a broader-political perspective when discussing the role of community media in facilitating societal participation: community radio stations act as issue-based organizations committed to lessen the existing distribution of power by facilitating coalitions between other issue-based organizations and giving these groups a platform for airing their views.

The second approach to defining alternative and community media is based on the concept of alternative media, where it is emphasized that being a “third voice” (Servaes, 1999:260) or the “third type” (Girard, 1992:2) is still a viable option for media organizations. This concept is built on a distinction between mainstream (public and commercial) media on the one hand, and alternative media on the other, where alternative media are defined in a negative relationship to mainstream media. This relational perspective can be found in Waltz’s (2005:2) definition of alternative media as “those media that provide a different point of view from that usually expressed, that cater to communities not well served by the mass media, or that expressly advocate social change”.

Participation plays a crucial role here, on several levels. First, organizational structures are seen as alternatives to the way mainstream broadcasters are recognized. More horizontal hierarchies allow for structural participation of producers in the management of the media organizations.

Prehn (1991:259) describes this as follows: “participation implies a wider range of activities related to involving people directly in station programming, administration and policy activities” Prehn (1991: 260).

Second, community and alternative media allow for the participation of amateurish producers in the production of media content, providing an alternative model of media production and facilitating the participation of various (older and newer) social movements, minorities, and sub- or counter- cultures. They offer “air space to local cultural manifestations, to ethnic minority groups, to the hot political issues in the neighborhood or locality” (Jankowski, 1994:3).

In the third (society-centred approach), community and alternative media organizations are seen as part of civil society, a societal segment considered crucial for the viability of democracy. Community and alternative media can be seen as an “ordinary” part of civil society, as one of many types of organizations active in the field of civil society that facilitate multidirectional, micro and macro participation. Although the nature of civil society varies across nations and continents, it is argued here that “community and alternative media are no longer defined as just ordinary parts of civil society; these media become important because they provide spaces that allow citizens to have their voices heard, and because they intervene in the mediascape. For these reasons, they are sometimes termed citizen media” (Rodríguez, 2001:213) or civil society media (Hintz, 2007:214). As Rodríguez (2001:27) formulates it, citizen media allows citizens to become a “collective that is enacting its citizenship by actively intervening and transforming the established mediascape”. From this perspective, community media are seen again as offering different societal groups and communities the opportunity for extensive participation in public debate and for self-representation in public space thereby prescribing an ideal community radio, together with its ownership and management style.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the research methods and procedures used in this study. It contains the different activities and methods which the researcher employed. The study adopted the use of qualitative research method, using the semi-structured interview. The semi-structured interview was employed to aid in identifying the management models or practices present in both community radio stations by exploring the thoughts and opinions of the personnel of both stations. It was particularly chosen to help evaluate the respondent's responses in relation to the objective of the study.

Bearing in mind that management is the crux of this study, the radio stations Mafikeng FM (96.7FM) and Radio Mafisa (93.4FM) are both community radio stations situated in the North-West province of South Africa, and are located in the two major cities (Mafikeng and Rustenburg respectively) of the North-West province. They were selected because the two radio stations rank among the most widely listened to radio stations in the North –West province (SAARF, 2015).

3.2 RESEARCH DESIGN

Mouton (2005:55) defines “a research design as a plan or blueprint of how one intends to conduct the research”. Also, Maree (2010:70) mentions that a “research design refers to a plan or strategy which moves from an underlying philosophical assumption to specifying the selection of respondents, the data gathering techniques to be used and data analysis to be done”. The task

here was to select a research design that will best explain and interpret what and how the researcher went about collecting data. Below are the criteria used in selecting the research design which were based on the following:

- (i) It is a kind of research design that allows for description and explanation (behaviours, trends, or relations).
- (ii) It is also a type of research design that explores and interprets phenomena and concepts (Du Plooy, 2009:45).

Thus, the qualitative research design was selected. This type of research design was preferred because the researcher was interested in identifying and evaluating the kind of management models present in the selected community radio stations. Another reason why a qualitative research was used was to check if there was a management model in place and suggest a better management model to adopt in the absence of a suitable one. Also, going by the fact that most descriptions, responses, and interpretations would be portrayed in words rather than in numbers, a qualitative design was felt to be most appropriate (Punch, 2009:3). The qualitative research design was implemented using a qualitative research instrument known as interviews.

3.3. Interviews

Knowing fully well that there are different kinds of research interviews, the researcher adopted the semi- structured interview. This kind of interview allows for probing, exploring and evaluating responses from the interviewee which is needed for this study which is investigative in nature.

Also, according to O’Leary (2004:162), semi-structured interviews start with specific questions, but allow a conversation to happen. As Bower, 1973, cited in Jensen (2002:240) puts it, “the best

way to find out what people think about something is to ask them". With this in place, this type of interview enabled the researcher to steer a purposeful conversation with the respondents; it also gave the researcher the flexibility to redirect the course of discussion when responses fluctuate.

Thus, the aim of the semi-structured interview was to:

- i. Create a serene and friendly environment with the respondents from both stations where they will be able to talk and express themselves.
- ii. Establish good rapport which will enable the researcher to ask follow-up/ probing questions that might arise during the interview.
- iii. Explore respondent's views or thoughts on the kind of management model being run in both stations.

Above all, the aim for using semi-structured interview was to achieve the research objective of this study, having noted the nature of the study.

The researcher then obtained clearance from the North-West University Ethical Clearance Committee, and later went ahead to conduct interviews which were scheduled and conducted over a four- week period, first, at Mafikeng FM, and later at Radio Mafisa in Rustenburg. Interview guides were used for managers, the staff members as well as the volunteers. The following important steps were used while conducting the interview; obtaining interviewee consent; using adequate recording procedures and using a prepared interview guide. The interview guides were written in English. However, in cases where the interviewees found it difficult to respond to the questions, the researcher clarified the questions.

During the interviews, questions were asked concerning the respondents' job and the role they play in the station. The mood or atmosphere in which the interviews were conducted was informal and flexible, which allowed the researcher ask follow-up questions or clarify responses from the respondents. These are some of the merits of semi-structured interview ultimately used to answer the research questions.

The interview guides used to gather data from the managers were different from the ones used for the staff as well as the volunteers. This was done in order to review and evaluate their responses to identify similarities or differences. Again, it was done in order for the work to be precise, to allow for summary, and to report the findings succinctly.

3.4 Population of the Study

The population for this study is all community radio stations in South Africa. However, since it is impossible for the whole population to be studied, two community radio stations have been selected (Mafikeng FM and Radio Mafisa).

3.5 Sampling Technique and Size

The study sample was purposively selected and drawn from two community radio stations (Mafikeng FM & Radio Mafisa). The purposive sampling was preferred because the two radio stations rank among the most widely listened to radio stations in the North West province (SAARF, 2015). Again, the researcher thought that in order to really get good data on the subject being studied, the people involved in the management process would be the best to approach. Thus, the sample was taken from the most active part of the population which includes managers of both station, five (5) staff members and five (5) volunteers from EACH station, making a total

of twenty-two (22) personnel in all. These samples of respondents constitute a sizeable number of people to obtain data from.

3.6 Data Collection

With the aid of an interview guide, data for this study was collected. The interviews were tape recorded for ease of reference. Interviews were done with managers of both stations as well as the staff and volunteers. In some cases however, especially at Mafikeng FM, interviewees, most of whom were staff members chose to answer the questions in written form instead of being tape-recorded. Some of the reasons they gave were anonymity and unethical use of their voice (talent), for those who served as announcers or voice-overs.

3.7 Data Analysis

In an attempt to achieve a successful data analysis procedure, the analytical inductive approach was selected. This kind of analysis is an evidence based analysis which enables the researcher to analyse data from the available or given data. It allows the researcher to create themes and concepts capable of interpreting her findings. In this case however, the data here were the responses obtained from the respondents of both stations. First, the researcher started by listening to the audio tapes and then began to transcribe all of the interviews verbatim. The transcription for Mafikeng FM was done first, and later followed by that of Mafisa FM. Afterwards, the researcher then began to read the manuscript, carefully sorting and grouping the data obtained from each station. Focusing on the data obtained from the staff and volunteers of both stations, the researcher began to check if certain questions elicited the same kind of response in order to start interpretation and grouping of the data. This was done in order to identify and create themes

from their responses, and the same process was done for the data obtained from the managers of both stations. The themes were then discussed to provide answers to the research questions. The study is not comparative in nature, however in the course of discussing the themes that emerged, there was the need to review and evaluate responses since two radio stations were being studied. This is to enable the researcher discuss the similarities or disjuncture emerging from the study appropriately, and to report the findings accurately. This whole process is known as the analytical inductive approach because it drew its conclusion from the responses given by the participants.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 OVERVIEW

In the previous chapter, an empirical research design was presented that comprised the tools and techniques which the researcher utilized during the data collection process. These data were obtained from the personnel as well as the managers of the selected radio stations (Mafikeng FM and Mafisa FM), and the analytical inductive approach was used to analyze the data with close reference to the research questions. Thus, this chapter presents results from the investigation carried out in order to answer the research questions.

The data was gathered through interviews. A total of 22 oral interviews were conducted from both stations (Mafikeng FM & Radio Mafisa), thus a total of 11 interviews were conducted in each radio station, which included the managers, staff, and volunteers. The data was collected over a one-month period. Also, during the course of the interview, the researcher observed some things that were noteworthy which are going to be analyzed with close reference to the research questions.

A breakdown of the interview questions will be done first to bring out the themes emerging out of the interviews. This is needed in order to be able to give answers to the research questions. As earlier mentioned, there were two different interview schedules containing a different set of questions – a schedule for staff and volunteers, and then the schedule for managers (see appendices).

4.2 THEMES EMERGING FROM THE INTERVIEW SCHEDULE FOR STAFF AND VOLUNTEERS.

Question 1 – Staff and Volunteer Input.

Question 2 – Management’s style of recruitment.

Question 3 – Workers’ Recommendation for Change in the station.

Question 4 – The degree of relationship between the community radio station and the community.

Question 5 – Workers’ Involvement in Decision-making.

Question 6 – Frequency of Worker’s Interaction with the Management of the Station.

Question 7 – Staff and Volunteer Input.

Question 8 – Working conditions/challenges of the personnel.

The following are the discussion of the themes that emerged from the data obtained from the interviews with staff and volunteers at both station.

Theme 1: Staff and Volunteer Input Regarding Content

From the data gathered from the workers, a large portion of them are not involved in the process of deciding the kind of content that goes on air. For the volunteers, most, if not all, are role restricted- they are not allowed to contribute, neither are they involved in the content being aired. They must stick strictly to their work. Even those who work in the programme department are not allowed to get involved- they are tied to their role, and there is no room for flexibility.

To the staff, it is a department thing. *“I am only concerned with what goes on in my department, what happens in other department is not my business, I follow instructions, if I am told to do this,*

I do it, otherwise, I leave it". The only exception is for those who are occupying one position or another in the radio station, for example, the news editors, current affairs editor, technical manager, etc. They are the ones who attest to the fact that they are involved in the process of deciding the kind of content that goes on air. Non-flexibility of roles in organizations such as this brings about a kind of job stereotype for the worker which leads to job dissatisfaction and lack of creativity in the role he performs. Situations in community radio stations such as these is not only hampering its growth, but also negatively affecting the overall management of the stations.

Theme 2: Management's style of Recruitment

A large percentage of the staff of both stations started as volunteers or interns and are now fully fledged staff members. Only a few were recruited and approached by the radio station. For the volunteers, some heard the call for auditions on the radio, while others came into the station to request work. This shows that there is no fixed/strict management style of recruitment from both stations and both stations lack proper management procedures as regards recruitment. There is no official day/month in which recruitment takes place and the number of times recruitment should be done in a year. As a result of this deficiency, recruitment is done without due process. Also, from the data gotten from the managers on the challenges they face with their personnel, which is - the station's inability to retain staff members, making a lot of personnel leave the station at different times of the year for greener pastures. This act makes the station to keep recruiting as often as the need arises. This issue a management deficiency needing redress.

Theme 3: Workers Recommendation for Change in the Station

Their recommendations were diverse and from the observations made, it seemed their recommendations were based on their departmental needs and their desire for the station to

function optimally. The recommendations ranged from purchase of new transmitters and equipment for the station, renovation and construction of old dilapidated buildings, getting sponsors and funding, transportation and means of mobility to source news, change in content and style of presenting, more involvement and patronage from the community. However, prominent of the recommendations was the reshuffling of management structures, and better engagement or communication with members of the community. *“If I were to recommend a change, I will start with the board members who are at the helm of affairs of this station and would recommend that they look into management issues. There are a lot of management issues, and change needs to start from the top, station policies, working conditions of staffs and volunteers, and other issues should be addressed.”* Mafikeng FM. Other recommendations were, rich and specific programming, improvement on the daily operations of the station, level of professionalism.

Theme 4: The degree of relationship between the community radio station and the community.

In the analysis of their description of the relationship of the station with the community, below is the degree of the different kinds of relationship they described.

- i. Relationship is fading-1
- ii. Relationship is normal-1
- iii. Relationship is good, but not the best-1
- iv. Relationship is good and cordial -1
- v. Relationship is good, but there are no structures in place to maintain or sustain the relationship-1
- vi. Relationship is good, on a percentage of 75% -1
- vii. Relationship is good, on a percentage of 65% -1
- viii. There is no relationship-2
- ix. The relationship is hard to judge/tell-2
- x. The relationship not up to standard -2
- xi. xi. Can't measure it accurately- 1

However, with the analysis and responses obtained from the respondents, the bulk of negative responses came from Mafikeng FM.

Theme 5: Worker's Involvement in Decision-Making

From both stations, the volunteers do not take part in any decision-making process of the station, and only a few of the staff members do, particularly those who are heads of department or controlling one unit in the station. *"I make decisions as far as my department is concerned, but regarding the overall decision of the station, I don't have a say. The ultimate decision lies with the Board of Directors"* Mafikeng FM.

Since they are not involved in the decision-making process of the station, the implication is that workers, especially the volunteers, begin to bottle up issues/suggestions meant to be brought to the attention of the management. They see themselves as just mere appendages and not workers having input to the growth of the station. In such a setting, the growth of community radio stations becomes stifled as decision-making becomes linear, thus affecting the management of the station. It is important to state that the inclusion of workers' decision in overall management decisions is also a yardstick to measure and tell the kind of management model a station had adopted or that is in practice.

From the standpoint of the promoters of community radio, volunteerism is one of the critical pillars of community radio because volunteers form the bulk of workers in community radio stations, thus their welfare should be taken into consideration, and this is not limited to their stipend or food. For a healthy community radio management, their views/opinions, working conditions, should be taken into consideration and prioritized.

Theme 6: Frequency of Worker's Interaction with the Management of the Station

For the volunteers, the interaction is not often- it is only when there is a problem within the station that calls for emergency meeting. Even in rare cases where their opinion has been sought, it is hardly implemented or taken into consideration. *"I don't interact with management of the station anymore because it seems like I'm voiceless"* (Mafikeng FM).

On the part of the staff, interaction is for those occupying or controlling one unit or department in the station which happens between 3-4 times a month, and issues such as staff welfare, station welfare, and community development are being discussed. *"Yes, we interact quite often with the management of the station on pressing issues such as delay in payment of stipends for both volunteers and staff, community development issues, and how to source sponsors"* - Mafisa FM.

Theme 7: Staff and Volunteer Input to Station's Growth

A large proportion of the volunteers do nothing, some others engage themselves in other things to empower themselves such as attending free local radio workshops to get new ideas and skills needed to be better at the job.

For the staff, a large portion are involved in word-of-mouth advertising of the station, telling people to tune in or listen to the station, marketing for the station on personal grounds, and those who have IT skills help in repairs of the station's computer for free. *"I am on a plan to get students especially high school students to like Mafisa FM Facebook page and comment on our posts. This is my own personal way of creating publicity and awareness for the station, and also getting audiences"* Mafisa FM.

Theme 8: Working Conditions/Challenges of the Personnel

The challenges they are encountering range from lack of communication from the management, insufficient remuneration, lack of infrastructure and digital equipment, transmission challenges, mobility/transportation challenge, limited coverage.

However, prominent of all these challenges was the issue of salaries and stipends. For the volunteers, the stipend was not commensurate with the effort being put into the job. For the staff, staff welfare is not being prioritized.

4.3 ISSUES EMERGING FROM THE STAFF AND VOLUNTEERS ON THE GENERAL MANAGEMENT OF THE STATION.

Discussion of themes 1, 2, 4, and 7 already gives a clear picture on what the general management of both stations looks like. The discussions revolving around the general management of the station focused on certain themes such as the management's style of recruitment, the degree of relationship between the station and the community, staff and volunteer input.

Critically evaluating the discussions from the themes, they give a scenario that shows that more work needs to be done in both community radio stations, as there is still no good relationship between either community radio station and the community, staff/volunteer contributions and involvement are not being considered, and the style of recruitment in both stations has no formal procedure. Evidently, both stations are generally being managed as the situation demands - a practice which negates the mandates of community radio and its promoters.

4.3.1 ISSUES EMERGING FROM THE STAFF AND VOLUNTEERS ON THE FINANCIAL MANAGEMENT OF THE STATION

From the data gathered, there was no clue as to who was in charge of the finances of the station, and how the finances of the stations were being managed. However, from the discussion with the staff and volunteers, it could be deduced that both stations were not financially self-sufficient, as stipends and salaries are not promptly paid, as well as the dearth of certain equipment to work with.

On enquiry, and while looking through the organogram of both stations, the researcher did not come across any position for the accountant or finance manager who is supposed to be in charge of the inflow/outflow of finances. This suggests that the station manager doubles as both the accountant as well as the station manager - an arrangement which nullifies the principle of community radio. Apart from that, an arrangement such as this does not contribute to the good management of community radio stations as there is no financial accountability or transparency, with financial priorities being misplaced. On the part of the workers, they are left to think that there is no cash inflow in the station and that they are meant to work under harsh working conditions.

4.3.2 ISSUES EMERGING FROM THE STAFF AND VOLUNTEERS ON THE PERSONNEL MANAGEMENT OF THE STATION

Discussion of themes 3, 5, 6, and 8 dealt with the state of personnel management in both stations. From the discussions, the welfare of the workers in both stations was not being considered. Knowing fully well that talents are the ones needed to provide the necessary element of innovation needed for organizations to survive in the dynamic, current operating environment,

their welfare should be prioritized. In terms of welfare however, it is not just about the subsistence needs (food, clothing, shelter), it includes the social needs as well (motivation, training, and incentives). However, from the data gathered, it shows that none of these are in place in both stations as workers' stipends or salaries are not paid when due, they are not involved in the decision making process of the station, and even in situations where they are involved, their suggestions are not being considered or implemented. A large proportion of them are not involved in the content that goes on air, which does not give room for flexibility and creativity. This practice is not in line with the mission of community radio and it has contributed to the abysmal state of community radio stations, leading it to being dysfunctional. Thus, for healthy community radio management, the welfare of staff and volunteers welfare should be prioritized.

4.4 THEMES EMERGING FROM THE INTERVIEW SCHEDULE FOR MANAGERS

Question 1- Manager's knowledge / familiarity with UNESCO/AMARC recommendations on community radio.

Question 2 – The kind of management model used in running the radio station.

Question 3 – State of adherence to the UNESCO recommendations? Strict/Partial/No/Evolved better practices considering the peculiarity of the station.

Question 4 – Manager and Governing board relationship

Question 5 – Frequency of intervention from the governing board in the station's operation

Question 6 – Personnel Challenges

Question 7 – Funding Challenges

Question 8 – Secret of success achieved so far.

The following are the discussion of the themes that emerged from the data gotten from the interview with the managers of both stations (Mafikeng FM and Radio Mafisa).

Theme 1: Manager's knowledge/familiarity with UNESCO recommendations on community radio.

The managers of both station claimed familiarity with UNESCO's recommendation, and the manager of one of the stations said the station has benefitted from the different radio programs that UNESCO has put up over the years.

Theme 2: The kind of management model used in running the radio station.

Both managers could not identify the kind of management model being run in their respective stations. They also acknowledge that the standard model that should be used should be that spelt out by UNESCO and other international advocates of community radio. However, they both acknowledge they take directives from the Board of Directors who have been duly appointed by the community. Also, the organizational structure of both stations suggests the kind of management practices in place. It is the top-down management approach. For Mafikeng FM, the station is owned and run by a public broadcaster- South African Broadcasting Corporation (SABC). This is enough to indicate the kind of management model it adopts. Furthermore, the manager of Mafisa FM said that each department in the station has its own policies which guide the running of the department.

Theme 3: State of adherence to the UNESCO recommendations

One manager said *"Yes, we subscribe to the recommendations and we adhere by it, but not 100%. As you can see, it is a community radio station managed by the community through the Board of Directors, and they usually have their own input to be added as well. Decisions or certain policies cannot just be put in place. I have to consult with the Board of Directors to be able to implement them. Daily challenges we are faced with calls for certain decisions that need to be taken immediately"*.

The other said, *"We adhere to their recommendations, and also the station's policies are in line with that of UNESCO, but in the face of peculiar situations/challenges, we are usually proactive and deal with situations as they come. If for instance, ICASA comes up with a new policy or recommendation, we are obliged to go with that of ICASA first before that of UNESCO. UNESCO is an international body, but ICASA is closer to us and we will be penalized if we go contrary to their policies....so that is where the conflict sometimes come in"*.

Going with the above contention, it is obvious these community radio stations have carved out ways of coping with the peculiar challenges imposed by their operational environment.

Theme 4: Manager and Governing Board Relationship

From their responses, they claim they both have a good working official relationship with the governing board of the station. One manager said *"It's cordial, and we have a good working relationship. It's smooth, just the way a normal and official relationship should be"*. *"I am obliged to report and keep them updated on issues concerning the affairs of the station"*- says another manager.

Theme 5: Frequency of intervention from the governing board in the station's operation

The managers asserted that the governing board is consulted from time to time on issues concerning the station. The governing board members are the paramount decision-makers, hence nothing is done in the station without notifying them. Though they may not be physically present in every meeting, important actions or decisions are relayed to them.

Theme 6: Personnel Challenges

Both managers attested to the fact that one of the challenges they encounter regarding their personnel is that they are short-staffed. *“There are really no permanent staff as such, as majority of the workers come in to gain experience and knowledge, and then seek for greener pastures, the same goes with the volunteers. Once they get a better place with better job conditions, a lot of them leave. This situation makes us keep calling for vacancy/auditions every year which is not healthy for the growth of the community radio station. We have to train these new recruits all over again, and then just before one blinks, they are set to leave”*. Sometimes, the available staff and volunteers usually go beyond their assigned duties to cover up for backlogs. On further enquiry however, the managers attributed the loss to a lack of or inadequate welfare package and provision of basic working tools for the personnel.

Theme 7: Funding Challenges

The researcher asked if they have funding challenges, and they both answered in the affirmative. *“To say we don't have would be a lie, because we have. However, we understand it's a global phenomenon in community radio, hence we make do with what we have. We don't have enough, but we work with what we have. We do this by cutting down on unnecessary expenses. For instance, if we are meant to purchase somethings, instead of buying ten (10) items, we might just*

buy five (5), and we also cut down on maintenance costs, by using members of staff or volunteers who have some technical know-how. Sometimes, we get some funding from NCRF, civil agencies, and government, but it is not always enough to cover the station's operating cost". Besides that however, some money trickles in from advertisements, jingles, etc.

Theme 8: Secret of success achieved so far

One manager said *"I think it's more of our programming content and a determination to give the best back to the people"*.

The other manager said *"I will give the kudos to our personnel both staff and volunteers who work tirelessly to ensure that listeners at home are satisfied. Besides that, our quest to ensure that our programming content is tailored to cater for the needs of everyone in the society"*.

Both managers lay claim to their programming content/style as the secret of their success and their ability to have been able to incorporate into their programming community - centred programmes to give back to the people what they deserve.

4.5 ISSUES EMERGING FROM THE MANAGERS ON THE GENERAL MANAGEMENT OF THE STATION

Discussion of themes 1, 2, 3, 4, 5, and 8 answers the question on the general management of the station. The discussions ranged from the manager's knowledge/familiarity with UNESCO recommendations on community radio, the kind of management model used in running the radio station, the state of adherence to the UNESCO recommendations, the relationship between manager and governing board, the frequency of intervention from the governing board in the station's operation, and the secret of success achieved so far.

4.5.1 ISSUES EMERGING FROM THE MANAGERS ON THE FINANCIAL MANAGEMENT OF THE STATION

Discussion of Theme 7 gave an explanation for the financial state of the station. From the responses, managers have been able to work with what they have, and cut down on unnecessary expenses. The practical approach suggested by El-Ghul (2004:14) would be most suitable to make them financially sustainable.

4.5.2 ISSUES EMERGING FROM THE MANAGERS ON THE PERSONNEL MANAGEMENT OF THE STATION.

Shortage of staff highlighted in discussion 6 is also pertinent. This situation demands a management solution which is the prioritization of the welfare of the personnel for healthy community radio management.

4.6 ANALYSIS OF THE RESEARCH QUESTIONS

Research Question 1: What radio management models can be deduced from the management practices in place at Mafikeng FM and Radio Mafisa?

The data gathered through the interview session with the station managers revealed that there are no particular management models that either radio stations pattern themselves after. However, there are some indicators to show the kind of management practices in place – the organizational structure, suggesting the kind of management model both stations have adopted.

For Mafikeng FM, the station is a subset of the public broadcaster- South African Broadcasting Corporation (SABC) - hence, managerial decisions and directives are done the public broadcaster's way. On the other hand, Mafisa FM is controlled by a Board of Directors who have

been duly elected by the community, which means that management decisions are taken from the top, indicating a top-down kind of management practice. In addition, the researcher also learnt from interview that this station also has its own in-house policies guiding the personnel and the different departments.

Research Question 2: To what extent do management practices contribute to the achievement of the mandate of the two community radio stations?

Looking at the data gathered, these management practices have not been contributing to the achievement of the mandate of either community radio station. Both stations have carved out ways of managing their radio stations since they are not modelled after any kind of management model and even the management practices are not structured.

“We are not where we are supposed to be as a station. We have issues and the problem starts from the management team itself, there is no due process during the selection of the board members, some are inexperienced in radio matters, imposition of ideas or thoughts during meetings, favoritism towards some particular staff members”. It seems the management team is only concerned with funding, how much the station has made or spent, neglecting other issues calling for redress. Staff retention, prompt payment of workers’ salaries/stipends, and other pressing issues are not prioritized”.

During the course of the interview, the researcher noted that most staff and volunteers regard the Board of Directors as people who only come during the annual general meetings (AGM), other than that, they seem to be fictitious characters who are somewhere taking decisions on behalf of the station while delegating to the station manager. These practices are not contributing to the

growth of the station, and it is pathetic knowing fully well that all these are coming from the people who are meant to lead.

Research Question 3: What are the similarities and differences in the management structures of the selected radio stations?

Similarities: Both stations run a top-down kind of management practice. This practice does not conform to the widely known idea of community radio. Its management practice should be such that authority and decisions, are taken from the community. Scholars have argued that for community radio to be true community radio, its management, production, and ownership should be community-oriented.

Differences: Despite the generic name “community radio”, one is a substation of the public broadcaster, while the other was founded by the community itself. This shows a lack of cohesion in the ownership of community radio stations in spite of its mandate, which on its own is a management deficiency having its toll on the managerial structure of the station. Again, the above mentioned disparity is enough to suggest that these community radio stations (Mafikeng FM and Radio Mafisa) have no management models they have patterned themselves after. Thus, since there are no management models in place, they have improvised ways of managing the stations, the inevitable result of this is that managerial tasks and decisions are done devoid of proper procedures and due process, negatively affecting the overall health of these stations.

CHAPTER FIVE

CONCLUSION

5.1 INTRODUCTION

This chapter contains the summary of findings and conclusion for this study. The study set out to identify management practices or models present in community radio stations in South Africa using two community radio stations (Mafikeng FM & Radio Mafisa) in the North-West Province as an entry point. The first chapter began by giving a general overview of media management; its emergence, the current state of the study, its significance in the world of communication. It went ahead to state and establish the concept of community radio as both a media organization and an object of academic research with many scholarly fields emerging. Finally, it presented a general orientation of the problem statement, research objectives, and relevance of the study.

Chapter two dealt with the conceptualization of community radio as both a medium and organization. It brought to the fore the state of management of community radio stations in South Africa which is the gap this study intends to fill. It went ahead to review the thoughts and ideas of scholars on the management, democratization and sustainability of community radio stations. It dealt with certain theoretical concepts such as the strategic approach posited by Porter (1980) and the democratic participant theory (Carpentier, 2003) to interpret the function and peculiarity of community radio.

Again, the study looked at the concept of management, viewing community radio from three broad domain - the general management, financial management and personnel management domains - explaining how well community radio would be managed if all these three aspects are incorporated in the management style of community radio.

Chapter three described the research design, instrument, and methodology. It encompassed the research process which is made up of the research design- a qualitative type (using the semi-structured kind of interview as the instrument) - population of the study (consisting of the personnel and managers of both stations) sampling technique and size, and the data collection procedure which was semi- structured interviews which were tape recorded.

The presentation and analysis of data was contained in Chapter Four. This was done using the analytical inductive approach. Here, analysis was done using themes that emerged from the interviews, and conclusions were reached based on the responses obtained from the study.

From the discussion in the previous chapters, the following findings have been made:

Management is a relative term in community radio stations in general, even in South Africa. The way community radio stations understand the idea of management varies from one station to another based on the peculiarity of their circumstances. From the data obtained as well as observations made during the process of data collection, the management of each station (Mafikeng FM & Radio Mafisa) is being done based on the challenges and the prevailing circumstances surrounding both stations.

There is no one-size-fits-all kind of management practice in community radio stations in South Africa. Going by the data gathered, the kind of management practice or model present in Mafikeng FM is not the same as the one in Mafisa FM, hence each community radio station has adopted and carved out ways of surviving based on its peculiar challenges.

The selected radio stations (Mafikeng FM and Radio Mafisa) both run a top –down management approach in their managerial style considering their organizational structure and their in-house style of operation. This approach negates the widely accepted way in which scholars and

international promoters of community radio have suggested, which is that “community radio should or must be managed, owned, and financed by the community it serves (Fraser & Estrada, 2001:51), “its structure and mission should be participatory and amateurish as opposed to the hierarchical and professionalist form” (Dunaway,1998:96).

Besides the lack of sustainability which many scholars consider as one of the main problems facing community radio in South Africa and globally, improper management is another. From the review of relevant literature and data obtained, improper management starts from the top, - the recruitment style or appointment of top executives or board of directors, their qualifications and experience in radio matters goes a long way in addressing how management functions in community radio stations. This should be addressed before taking note of other issues from the subordinates and in the station.

Finally, from the information obtained during the course of data collection, neither station is where they are supposed to be in terms of management. The general management of both station needs serious overhauling and restructuring as certain policies and decisions need to be taken and amended as well. Better policies regarding the welfare of staff and volunteers, accommodating the views and opinions of the personnel and the need to be more involved in the affairs of the station, and more engagement with the community where the station resides need to be in place.

From the financial aspect, both stations were evidently not financially self-sufficient. They still rely on agencies such as NCRF, (National Community Radio Forum) MDDA (Media Development and Diversity Agency), sponsors, and government to support them. During the interview session, one of the managers of the stations said he has written a letter to the Media Development and Diversity Agency (MDDA) for support in purchasing a new transmitter and computers to work with.

On the personnel management, the researcher observed that both stations were short-staffed, hence workers had to take up two or more roles for work to go on. In spite of that however, they still experience backlogs of work that needs to be done.

5.2 CONCLUSION

From this study, it is clear that the selected community radio stations (Mafikeng FM & Radio Mafisa) have no clear management models they pattern themselves after. Other than management practices in place such as taking instructions from the Board of Directors, there is no other management practice that is noteworthy. The stations are being managed as situations and circumstances arise. Hence, most managerial decisions are taken by the managers as they deem fit. This practice is not healthy for the growth of community radio stations as it affects the overall health of the station. Thus, community radio stations need structured management or at least management principles that can assist in the performance of their mandate. For this to happen, the restructuring has to start at the top; first with the government who should come up with structured policies regarding community radio stations and other types of media as well, and then to the regulatory bodies, and then down to the Board of Directors before it finally comes to the personnel. With this in place, community radio stations would function and be managed optimally. On the other hand, however, if care is not taken, situations like this are likely to lead to organizational vices such as lawlessness, laziness or non-commitment, or lack of motivation from both staff and volunteers, which might lead to the station being dysfunctional.

Hence, an wholesome management package suggested by Dagron (2001); Jallof (2007) which talks about how well a community radio station should be internally sustained referred to as “institutional sustainability”. This talks to the way the personnel of the station(s) function in terms of the station policies, democratic processes, management styles, internal relationships and

practices, and partnerships with external agencies. On the other hand, Jallof (2007) also complemented this approach which he called 'organizational sustainability'. This "refers to legislation and policies, internal democracy, training and participation, appropriate and democratic structures, management and supervisory bodies, appropriate technologies and belonging to relevant networks and associations".

Thus, considering the revolutionary success and capability of this medium, this tier of broadcasting holds enormous hope for the health and growth of not just the nation but other types of medium, sensitizing media practitioners, media managers, researchers, government and other relevant stakeholders to evolve favourable legislation that will bring about effective management policies enabling the sector not only to shape the democratic pathway of this country, but will make this sector of broadcasting compete favourably with its mainstream counterparts to empower and enrich the lives of millions more.

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APPENDIX A

INFORMED CONSENT FOR PARTICIPATING IN AN INTERVIEW

Thank you for agreeing to participate in this study. Do you have any questions concerning the study?

Please read and sign the following:

I hereby confirm that I have been informed about the nature and conduct of the study. I have also read and understood the Information sheet for study participants. I may not benefit personally from participating in the interview.

I may at any stage withdraw my consent and participation in the study, without there being any negative consequences for me. The information that I give will be treated as confidential and can only be used for the purposes of this study and for any other related academic activity such as publication of the findings in a scholarly journal.

I have also been afforded the opportunity to ask questions about the study.

I declare that I am willing to participate in the study.

Name of participant: _____

Date of Birth: (optional) _____

Signature: _____

Date: _____

I, Didunloluwa Tella, hereby confirm that the above participant has been fully informed about the nature and conduct of the study.

Signature: _____

Date: _____

If verbal consent is given, the interviewer must sign below in the presence of the participant.

_____ **Date:** _____

(Signature of interviewer certifying that informed consent has been given verbally by respondent).

APPENDIX B

INFORMED CONSENT FOR TAPE RECORDING

Thank you for agreeing to participate in this study. I would like to make one more request before we start the interview: that we record this interview. I would like to record the interview so that I can get an accurate account of the interaction. This will help me in accurately reporting and writing up the interview.

You are free to decide on whether you want this interview recorded or not. Your objection to a recording will not negatively affect your relationship with me. You are also free to request me to stop the recording at any time during the interview, or ask me to switch off the tape recorder for a while if you don't want certain information to be recorded. You are also at liberty to request an erasure of parts of the recorded information.

Would you like us to record the interview?

(If no), I respect your choice, we can now start

(If yes), Kindly sign this form to indicate your consent.

Informed consent for tape recording

I understand that the interview is being recorded to facilitate the writing and reporting of my responses. I have had all of the above information explained especially about how my confidentiality will be guaranteed. I understand the explanation. I can stop the recording at any time when I feel the need to do so. I hereby agree to the recording of the interview.

Participant's Name

Date of Birth (optional)

Signature of Participant

Date

If verbal consent is given, the interviewer must sign below in the presence of the participant.

Date:

(Signature of interviewer certifying that informed consent has been given verbally by respondent).

APPENDIX C

INTERVIEW SCHEDULE FOR MANAGERS

1. What kind of management model do you use in running this radio station?
2. Are you familiar with UNESCO recommendations on community radio?
3. Are there any other things you do outside these recommendations in order to cope with the peculiar challenges of your radio station?
4. What is the relationship like between you and the governing board of this radio station?
5. How often do board members interfere in the day-to-day running of this station?
6. What personnel challenges do you face and how do you overcome them?
7. What funding challenges do you face and how do you overcome them?
8. Your radio station has been in existence for quite some time, what is the secret of your success?

APPENDIX D

INTERVIEW SCHEDULE FOR STAFF AND VOLUNTEERS

1. How involved are you in the process of deciding the kind of content being aired on this station?
2. Did you volunteer to work at this station or were you approached or invited by some other person to join this radio station?
3. If you have to recommend a major change in this radio station, what would that be?
4. How would you describe the relationship between this radio station and the community?
5. Do you take part in the decision-making process of this station?
6. How often do you interact with the management of the station on issues concerning your welfare, and the welfare of the station?
7. Apart from working at this station, what other contribution do you make to its growth?
8. Is there any challenge in this radio station that is not making you function at your best?