Community Radio

Strategic Planning Manual

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Community Radio Support Centre (CRSC)

Nepal Forum of Enviornmental Journalists (NEFEJ)

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A Strategic Planning Manual

by
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Preface

The movement to establish community radios is one of the many good things that people from other countries have liked about Nepal. Institutions come by in every part of the world and at any point in any civilization to meet certain demands. But eventually only those institutions survive which meet the demand of society by extending quality service which is to say only that institution can expect to survive which have a clear plan and program while the one which cannot do that flee the ground, cannot stay afloat and thus die out.

When it comes to speculate as to how long the institution may last what is the determining factor is whether or not the institution and the service it is extending is something which can be sold in the market and are also in tune with the law of the land rather than the sentiments of the people associated with it.

Market per se is cruel in the annals of civilization. However, good things always knock down bad things. There is no room for sentiments in the market. Much like human beings, institutions, too, take birth, grow, reach zenith, grow old and die out. Some institutions can live longer and keep on extending service just in the event those involved are judicious enough and persist intelligently enough.

Just in the event, an institution is able to adapt oneself with time and age it can expect to last unto ages. It is no mean achievement to found institutions; it is still bigger achievement to ensure their longevity. But what is certainly an intelligent thing to do is to embark on development path only after sowing good norms while the objectives of the institution are linked with social transformation even as point is made to ensure that framework and institutional mechanism of the institution casts positive impact on future generation. This will see one's organization contributing in the development of society.

Every one knows that founding an organization and running it demands harmonization and mobilization of simply too many forces. One of the most important forces among them is the planning of the organization itself. One can work without a plan, though. However, the organization functions efficiently if there is a plan. That is to argue that organizations, which work to a plan, have definite edge over their competitors, achieve more and earn higher profit in comparison. This explains why successful organizations conduct their business only after drawing up a plan.

What should the plan of an organization invariably include? is an important question. There could be simply too many answers to this question and the answers should be available in the action plan document. Answers can be:

Answer 1: Situation analysis: The first thing to do before formulating a plan is to conduct a situation analysis. This could mean an appraisal, identifying avenues of resource mobilization, institutional analysis, and analysis of stakeholders, challenges, prospects and opportunities. Depending on needs, one could be obliged to conduct further analyses. One cannot expect to identify problems and prospects in the absence of objective analyses.

Answer 2: Long-term vision: A plan of any organization must have explicit reference to final objectives. To take recourse to an analogy, the organization can end up as a crow lost in the mist if there is no reference to the final objectives. Hence where should the institution go? What are the objectives? are central to everything else.

Answer 3: Goal, Purpose, Results and Indicators: In a plan, long- and short-term targets are outlined in serial manner amid well-defined terms and indicators suitably devised. It is likely that institutions' own staff may get confused if objectives are not serially outlined. Similarly, a question, which may arise, could be what is to be achieved if the objectives are not mentioned. By when should the objectives be achieved? could be the additional question. Moreover, there could be no basis to know whether the objective achieved is of desired quality in the absence of pre-determined criteria governing quality.

Answer 4: Risks: What kind of risks could crop up in the course of implementation process? What can we strategically do to minimize such risks? Alternatively, what could be the action plan? Or what all activities could be implemented? One may not be able to say when one will fail in the mission if questions like these are not taken into account at the formulation phase.

Answer 5: Major Activities: There should be adequate discussion before arriving at the activities, which must be undertaken to achieve the indicators outlined in the objectives. Or else the objectives may not be achieved at all.

Answer 6: Source of Budget: What could be the cost (human resource, budget and materials) of implementation? What percentage of it will be available from the government? What percentage of resource will come in the form of community participation and what percentage could be generated from among users? What percentage of resources will be available from donors as technical support? Is there any other source of resource such as from advertisement, airtime sale and so on? These are some of the points, which must be clearly analyzed during planning. A plan without resource cannot be implemented.

This manual has been prepared with a view to meet the needs felt by community radio stations in Nepal. Manual is just a manual and not a prescription as if from a doctor. It outlines the general procedures and methods of planning. It must be adapted in a creative manner as guided along by district-specific needs. Any manual can be useful for some period only. This is to say that the manual should be improved with time and context. Of course, comments based on experience will be welcomed. With this as backdrop, we dedicate this manual to its users.

Meanwhile we would like to thank CRSC/NEFEJ and Free Voice, The Netherlands, which entrusted the responsibility of preparing the manual on us. We also extend thanks to Rabin Sayami who helped us as a designer; Bebina Shrestha who assisted us in layout, and Prem Tiwari for conducting spell check. Last but not the least, we would also like to thank Radio Karnali officials for giving us permission to include the strategic plan of Radio Karnali FM as an example in the ensuing pages.

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Part 1

introduction

Background
Rationale and objective of Manual
Users of the Manual
Methods applied to prepare the Manual
Coverage of the Manual

Background

The Preamble of the National Broadcasting Act 2049 (1993) states- "Whereas, in order to protect and promote the freedom of expression and the right to be informed guaranteed to the people by the Constitution of the Kingdom of Nepal, 2047 (1990), and to raise public awareness also through the language of the nation as well as national languages by creating an environment of equality, mutual good faith, and harmony amongst all the tribes, languages, classes, regions and religious denominations by imparting economic, social and cultural activities of the country to the people through the broadcasting system, it is expedient to make legal provisions on the broadcasting , without any obstruction, of the flow of information in order that the general public get informed about impartial as well as authentic news and information taking place at the national and international levels, by making the broadcasting media reliable, effective and strong, with the use of modern technology available in the field of information and communications;

Now, therefore, be it enacted by Parliament in the twenty-second year of the reign of His Majesty the King Birendra Bir Bikram Shah Dev."

The history of community radio (CR) is not very long in Nepal. Broadcasting through Frequency Modulation (FM) radio station started for the first time during theNinth Plan period (1997-2002) in Nepal. Many radio stations are established and operating in various districts of Nepal under license of FM technology. After 7/8 years of FM radio operation the community radio campaigners have started to realize the importance of a vision-based strategic plan for radio stations. Radio Karnali FM is an example of a radio operating based on strategic plan. While many other FM radio stations are muddled up in confusions because they lack clear direction and a visionary plan.

FM radio stations have made their space in the local government plans and policies. Local Governance Act (LSGA) 1999 has made provision for District Development Committees (DDCs) to prepare strategic development plan (of 5-7 years) with a long-term vision. Majority of DDCs have prepared and are implementing periodic development plans with communication as an integral component of the plan. Establishment of FM stations is included in the plan document of most of the DDCs. However, the periodic plans include establishment of local radio merely as an activity.

Rationale and Objectives

Clause 11 relating to production and broadcasting of programs in the National Broadcasting Act 2049 (1993) states: While producing and broadcasting any program, a broadcasting institution has to give priority to the following matters:

Development-oriented programs such as agriculture, education, industry, commerce, science and technology, health, family planning and forest and environment protection,

Such kinds of programs as to enhance equality, mutual good faith and harmony amongst all the tribes, languages, classes, areas and religious denominations,

Programs that contribute to uplifting various languages and cultures of Nepal,

Programs on such subjects as may enhance the national interest and national unity,

Programs on such subjects as may raise national consciousness and moral awareness,

Such kinds of programs may raise social consciousness and develop democratic values, norms and culture in the people,

Programs on such subjects as may not cause adverse impact on the relations between Nepal and neighbouring countries as well as friendly countries,

Programs relating to the foreign policy pursued by the country,

Programs promoting folk songs and folk cultures,

Important activities happening or taking place at the national and international levels.

In order to enable the CR stations comply with the legal provisions and make them effective in their missions Nepal Forum of Environmental Journalists (NEFEJ), Community Radio Support Centre (CRSC) has prepared this strategic planning manual to enhance their capabilities. Given below are the specific objectives:

a) Clarify the strategic planning process of the CRs.

b) To assist CRs of Nepal by providing reference materials on strategic planning tools.

Users of the Manual

This manual is prepared for officials and managers of CR stations, stakeholders and strategic planning workshop moderators involved in formulation of CR strategic plan. This manual can also be useful for those involved in the planning aspect of other types of local radio stations.

Methods Applied to Prepare the Manual

The main objective of the manual is to help the managers of the CRs who are in favour of managing radio stations by formulating strategic plans. Following were the reference of frameworks and methods adopted to prepare this manual:

a) Framework of DDC periodic planning manual issued by National Planning Commission (NPC) of Nepal is the primary basis to this manual.

b) Strategic plan formulation experiences of donor supported bilateral plans and projects, periodic planning process of NGOs and Radio Karnali FM.

The radio stations operating without log-term vision and strategic plan are traveling without knowing their destination and facing many confusions.

Besides the above-mentioned references, the government's legal and policy provisions to operate Radio FM, policy provisions of program for FM broadcasting in the Tenth plan has been referred while preparing this manual. This will facilitate the amalgamation process of CR strategic plans with national and sector plans. Furthermore, the manual has been tested and finalized by incorporating experiences of participatory strategic planning workshops.

Manuals cannot be useful forever. A manual needs to be reviewed/ updated from time to time and this manual cannot be an exception.

Coverage of the Manual

This manual broadly includes introduction to strategic plan, analytical techniques of strategic plan for CRs and planning process.

The purpose of a manual is to guide the process of doing things. Every CR is unique and has its own mandate and characteristics. Therefore, not every element of this manual may be useful for all CRs. In such cases, CRs should adopt only the relevant elements of it and may seek the service of an external consultant at the time of actually developing a strategic plan for their CR station. In order to make it useful in the context of Nepal, following chapters along with specific contents are included in the manual:

The first introductory chapter outlines background; rationale and objectives; users of the manual; topics of manual and the ways to use this manual.

The second chapter includes features of strategic plan such as definition of strategic plan, concept of strategic plan, policy and legal provisions and limitations of the strategic plan.

Analytical steps of strategic plan such as stakeholders' analysis, analysis of opportunities and challenges of CRs are included in chapter three.

The fourth and last chapter defines technical aspects of strategic plans such as vision, developing a vision, guiding principles and strategies, setting hierarchy of objectives (goal, objectives, and results/outputs), setting success indicators, identification of risk factors and risk mitigation measures, identification of operational strategies and areas of collaboration/partnership, responsibility matrix and M&E system.

Part 2

Strategic Plan

Definition and concept of strategic plan

Policy and legal provisions

Limitations of a strategic plan

National development plan and CRs

Strategic Plan: Definition and Concept

The history of strategic planning for organizations is not that long. Even the government and business companies used to heavily depend on short-term annual action plans until the1960s. In the 1970s came the concept of strategic planning and methods. Many strategic planning scholars have defined strategic plan in their own ways. However, the bottom line of strategic plan established by all is 'the managerial process of finding appropriate balance and improvement along with situation, objectives, and available resources in a change context.' It aims at streamlining the organizational activities and services.

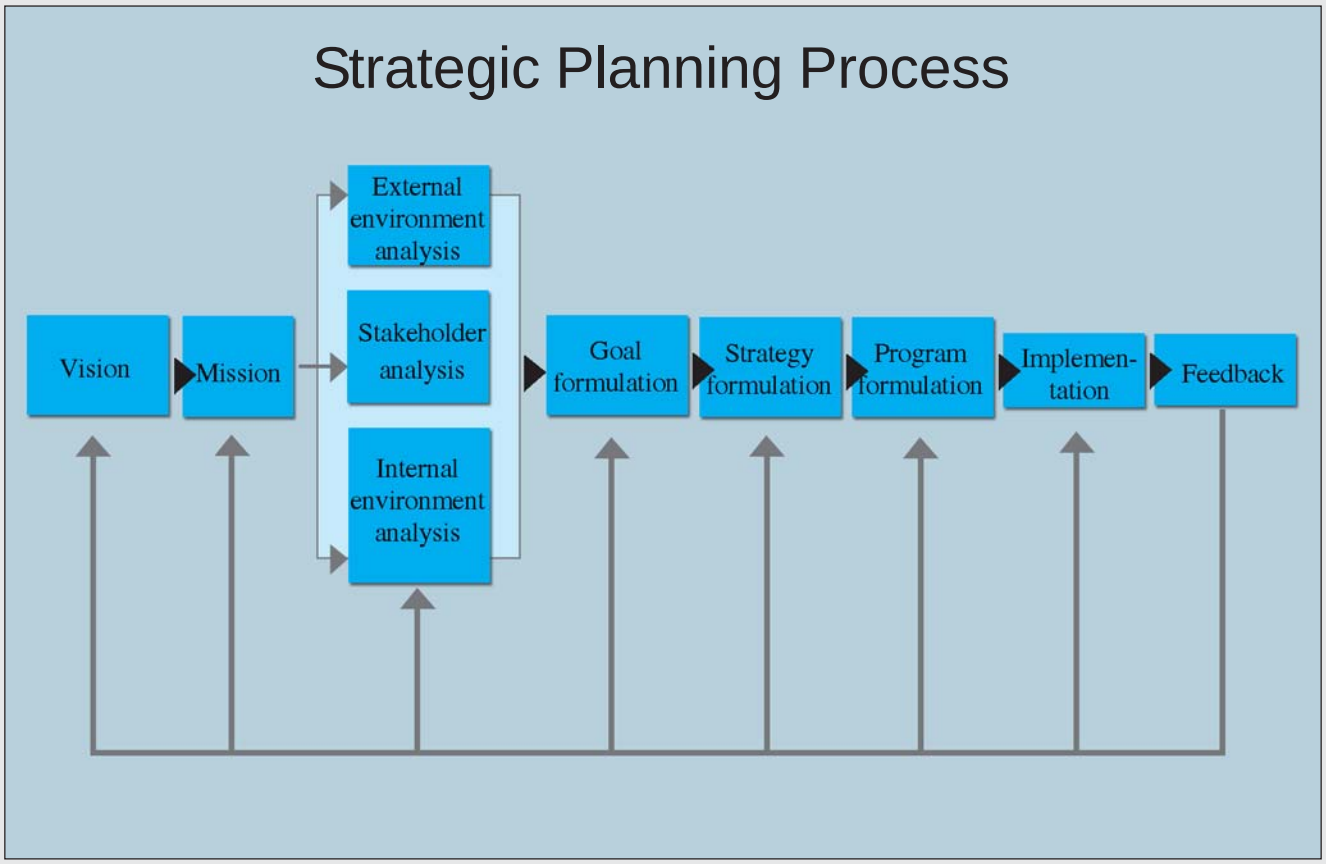
Keeping this in mind one can say that the strategic plan of CRs means a document, which includes following elements:

- Long-term organizational vision
- Guiding principles as disciplines of an organization
- Organizational strategic directions and focused goal
- Impact level objective and attainable results
- Organizational success indicators as basis to monitor and evaluate
- Major areas of action to be implemented
- Operational level strategies for successful implementation of activities

In other words, the strategic plan is a road map that must provide answers to various questions of CRs as presented below:

- How to increase the access of audience to their right to information as well as their entertainment needs?
- How to increase the participation of stakeholders in CR operation?
- How can CRs maximize its role in protection and development of local languages and cultures as well as introducing modern knowledge necessary for local people? And,
- How can the CRs become self reliant locally?

Concept of strategic plan is to facilitate and guide the organizations to identify first *what to do?* Moreover, the strategic plan also facilitates on *how to implement the planned activities.* Doing things without a strategic plan often results in much confusion, unnecessary excess-budget and efforts and poor achievements within a given timeframe.



Policy and Legal Provisions

Radio Act 1957 has defined Radio as follows:

Following machines of frequency ranging from 30 kilohertz to 3000 gig hertz, falling under radio spectrum:-

a. L.F., M.F., H.F., V.H.F., U.H.F., S.H.F., E.H.F. transmitter as well as communication means,
b. Radio transmitter,
c. Television transmitter,
d. Wireless transmitter,
e. Walkie-talkie,
f. Cordless telephone,
g. Video sender,
h. Amateur radio,
i. All kinds of satellite communication means including transmitter,

(Source: Clause 2/2 Definition of Radio Act 1957, His Majesty Government of Nepal)

Clause 3(5) of National Broadcasting Act 2049 (1993) has a provision of acquiring Radio license, which states – any individual and/or organization interested to establish Radio or FM in any part of the country to broadcast educational, entertainment and news based programs for people can apply for license to His Majesty Government of Nepal in a given format.

What do we want to achieve at the end is the question any institution must find answer first to implement its plan or program. Concept of strategic plan is to develop a clear road map based on analysis and guide towards achieving the set goal.

The clause 6/6 of the same Act explains – the applications will be screened by His Majesty's Government and provide license to broadcast programs in a given format with conditions to be adhered by the Radio station.

Similarly, the tenth plan of His Majesty's Government of Nepal has mentioned about FM radios. It states – "Communication mediums like FM transmission, participatory videos, local television, cable television, wall magazines, community audio tower, audio cassette magazines will be encouraged to increase the flow of information among the general public." (Tenth Plan (2059 – 2064) of HMG/N, page 323)

Though there are policies and legal provisions about FM Radio, there are no clear directives for the strategic plan of FMs in Nepal. So, it is imperative to develop strategic plan and act accordingly if FMs in Nepal are to function well.

limitations of Strategic Plan

Strategic plan is for mitigating future uncertainties in order to achieving the desired situation. Fundamentally, strategic plans can be for a) longer term, and b) medium term or periodic plans. Usually, longer (macro) plans are for a period of 12 to 15 years. Few examples of this type are Agricultural Perspective Plan of Nepal, Long Term Health Plan of Nepal and Forestry Development Plan of Nepal. Likewise, Five Years Plan of National Planning Commission, Periodic Plans prepared by District Development Committees (DDCs) of Nepal are the examples of medium term or periodic plans. In the case of CRs, the vision and mission can also be for a period of 12 to 15 years and periodic plan can be broken down for five to seven years' period.

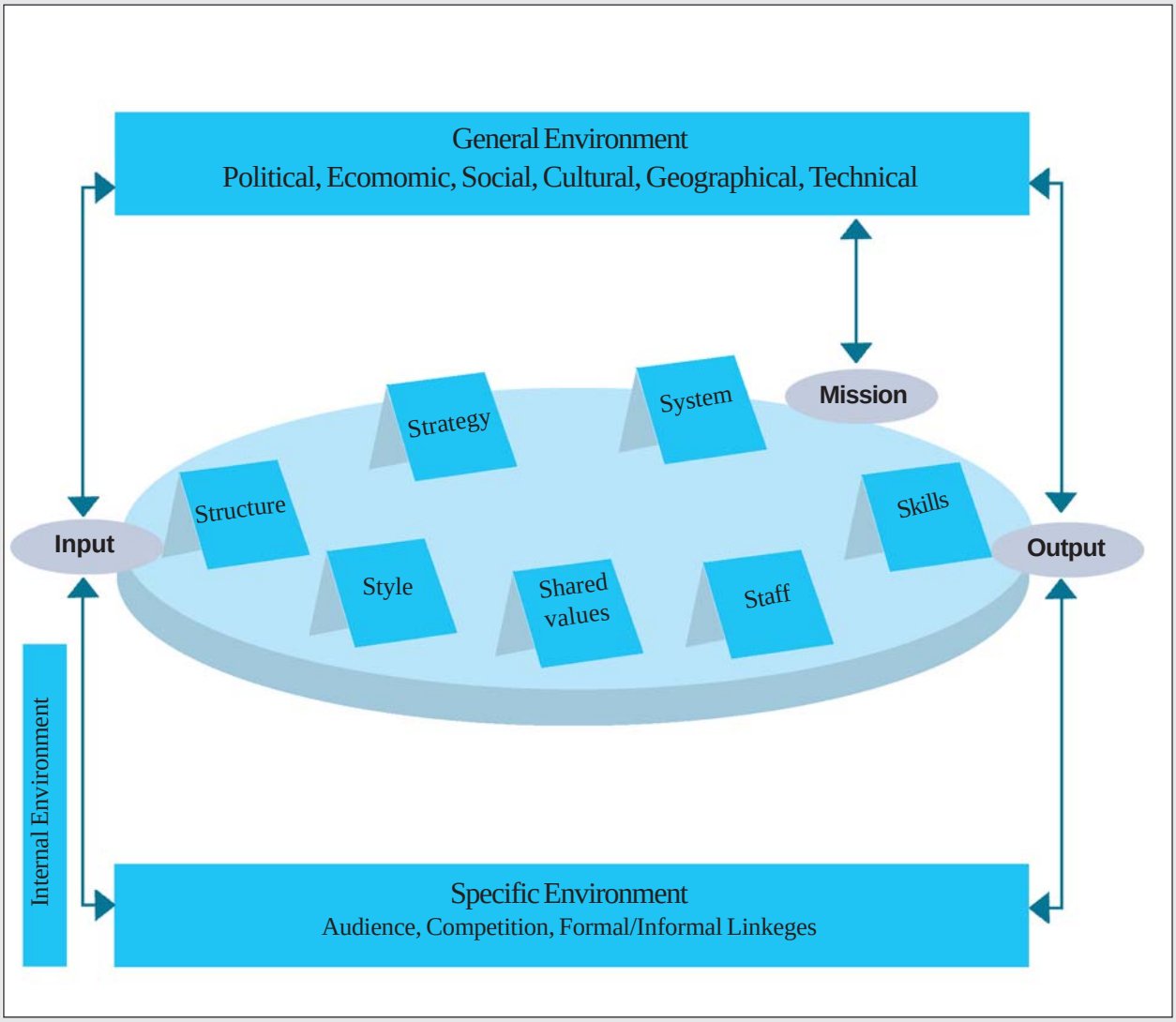
One must consider the *internal* and *external environments* of the Radio station to develop strategic plans of a CR. Internal environment here means the aspects under the control of a Radio station e.g. legal rights of the Radio station, activities which can be operated through Radio station's own resources. Skills, human resources, culture or values, style of management, structure, and systems are also the componenets of internal environment.

Similarly, external environment encompasses the aspects which are not under the control of a Radio station. They are of two kinds 1) General and 2) Specific environments. General environment includes super structures such as political system, economic system, social system, cultural system, technological system, population of the country, government polices and directives, INGOs/donors support,

etc. Specific environment denotes aspects related closely and directly with the Radio station such as Radio audiences, Radio competitors, Radio advertisement market, formal or informal linkages of the Radio station, etc.

In the strategic plan, many programs are set for implementation but detailed activities of annual plan are not included. Preparation of a detailed annual plan of action based on strategic plan needs separate exercise. In the same way, strategic plan must include a set of success indicators as basis for monitoring planning (M&E) but the strategic plan itself is not an M&E plan. The organization must develop M&E plan separately based on indicators set out in strategic plan.

An Intergrated OD Analysis Model



National Development Plan and CRs

Any strategic plan of CR must complement the pectoral plan by contributing to the goal set for sector plan. In this context, CRs must consider the National Planning Commission's sector goal as its broad framework. The Tenth plan has following information and communication development objectives:

Expansion, development and operation of informal and communication sector to the rural areas, as a basis of socio-economic development with the massive participation of private sector with due stress on the expansion of information technology.

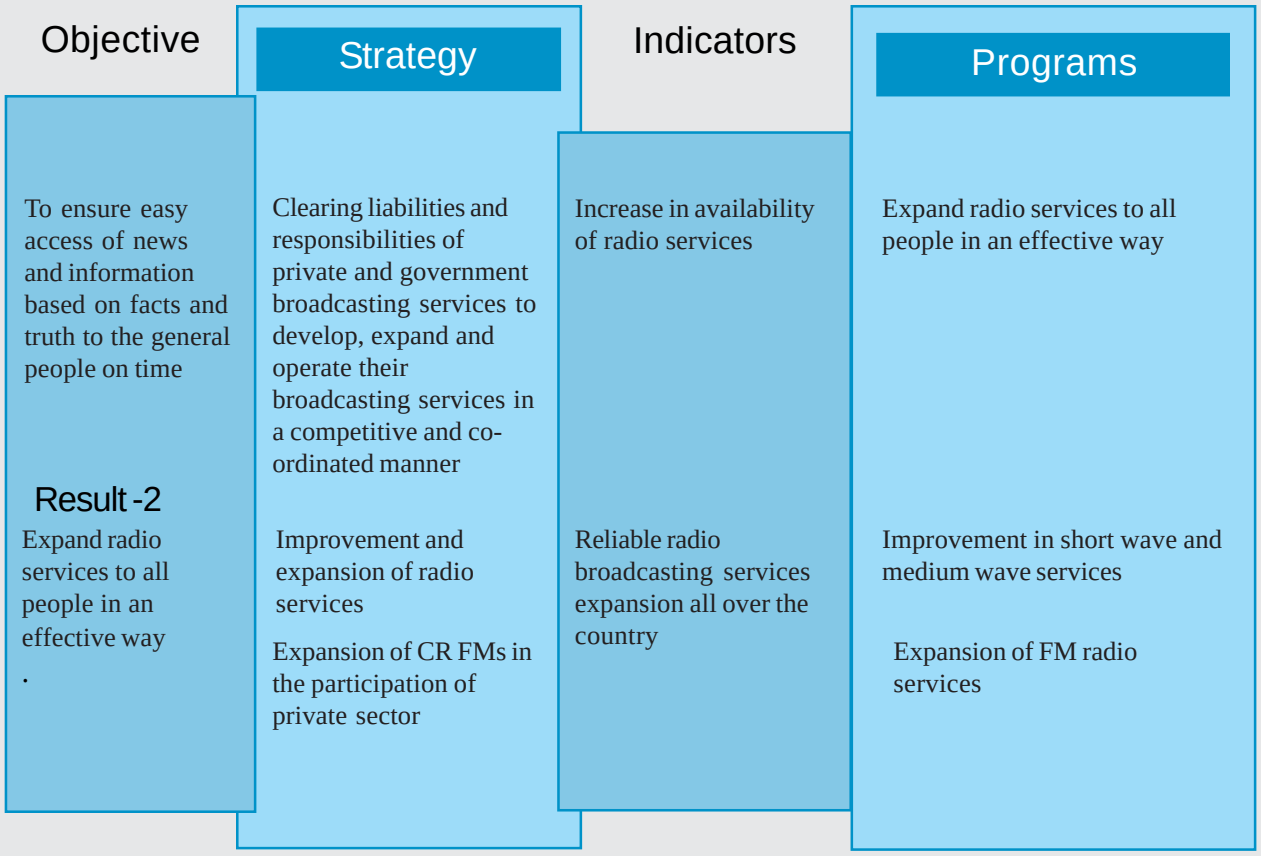
One of the six strategies set out by the plan relates to broadcast:

Clearing liabilities and responsibilities of private and government broadcasting services to develop, expand and operate their broadcasting services in a competitive and co-ordinated manner

In the same way, one of the policies of the Tenth plan directly relates with FM in Nepal:

Communication mediums like FM transmission, participatory videos, local television, cable television, wall magazines, community audio tower, and audiocassette magazines will be encouraged to increase the flow of information among the public.

The tenth plan has also set out sector objective, programs, and success indicators as given below:



According to the commitment of the Tenth plan and legal provisions, the objective of strategic plan of CRs is to provide news, educational and entertainment services to the people. The strategic plan of CRs is expected to align with national plan on the one hand and consider the local needs on the other.

Part 3

Analysis of Existing Condition

Situation
Analysis of achievements
Analysis of organizational situation
Stakeholders analysis
Analysis of potentials and challenges

Situation Assessment of CRs

Before establishment and operation of CR in the district one must conduct situation analysis which includes the assessment and identification of favourable and unfavourable aspects of the district to operate CR. The findings of such assessment will provide ground for the establishment and ultimately the success of CR. In order to assess the situation one needs some fundamental information, a quick checklist is as given below as a reference:

Checklist

- Total area of the district
- Total population of the district
- Women
- Men
- Population by age
- Population by caste/ethnicity/religion and occupation
- Population in VDC and Municipality
- Rural population
- Urban population
- List of castes and ethnicity in the district
- Number of households in the district
- Major cultures of the district
- Major languages and dialects spoken in the district

Local organizations

- NGOs operating in the district
- Donors operating in the district
- Industries in the district
- Number of households with radio sets
- Population of radio listeners
- FM radio's possible coverage
- Total population of the radio coverage

Note: One can add other points on checklist as per need. Brief profile of the district should be prepared based on outcomes of information collection.

Assessment of Achievements

Achievements of past five years can be analyzed i.e. new CR policies and strategies; programs and CR establishments; progress of CRs; investments and outcomes. Analysis should also include the contributions of CRs in social transformation. This will help identify possible areas of objectives, programs, and major activities to be included into strategic plan of a CR. Given below is a sample checklist to assess the achievements:

Checklist

- Any new policies formulated in the past five years in relation to CR?
- Any CR policies reviewed in the past five years.
- What CR polices are included into the national development plan?
- Number of FMs in the country. In addition, how many CRs are there?
- Objectives and focuses of existing CRs
- Investment size in CRs
- Number of persons employed by the FMs
- Number of persons employed by the CRs
- Major achievements of CRs if any
- Unexpected achievements of CRs
- What are the changes contributed by the CRs? If any, present in terms of indicators.
- Existing problems of CRs (related to policy, institutional and implementation)
- Any learning points, which can be included into future strategic plan of a CR

Note: Information generated should be documented

Achievements of CRs

The achievements of a Radio station can be assessed through the progress and achievements of CR station for the past five years, based on investment and returns. Similarly, contributions of CR station in social transformation can also be assessed. From this assessment the lessons learnt can be included into the new strategic plan. Specific areas of assessment are given below, which more or less depend upon the needs of a particular CR station:

Checklist

- Goals, purpose and results level successful indicators
- Which indicators achieved
- Which indicators failed to achieve. What are the reasons for this failure?
- Any unintended achievements?
- Investments in CR so far
- What changes have taken place in the society because of CR? Present in terms of indicators.
- Existing problems of the CR (related to policy, institutional and implementation)
- Areas of improvement (strategies; programs; operational strategies; resource mobilization; major activities; program management methods; etc.)

Resource Mobilization

Organizations need resources to operate. Resources never pay a visit to you unless you invite them or mobilize them. Both local and external resources can be mobilized. Before planning for resource mobilization one must calculate and project yearly resource needs for the next five years. An example of income and expenditure chart is given below:

Resource mobilization and expenditure projection chart

(Rs.000)

Particular	Year 1	Year 2	Year 3	Year 4	Year 5	Total
A. Grant						
Annual Periodic						
B. Internal						
Projected income Actual income						
C. Donors' support						
D. Peoples participation						
Cash Kind Labour						
E. Other income						
Total Program expenditure Administrative expenditure						
Rs. (+), (−)						

Probable Donors

CRs need the proper support of both the internal and external environment for it to function smoothly. One of its major challenges is resource mobilization. While approaching a donor, it is imperative to align CRs activity with the mandate of the specific donor to ensure possible funding.

A chart given below broadly outlines the possible contribution for CRs by specific agencies.

- Government offices: Grant, notices, advertisements and partnership
- DDCs, Municipalities and VDCs: Grant, notices, advertisements and partnership
- Donor agencies: Grant, advertisements and partnership
- National and local NGOs: Publicity, advertisements and partnership
- INGOs: Grant, notices, advertisements and partnership
- Corporations: Publicity, advertisements and partnership
- Industrialists and business houses: Publicity, advertisements and partnership
- Construction companies: Publicity, advertisements and partnership
- Tourism establishments: Publicity, advertisements and partnership
- Financial establishments: Publicity, advertisements and partnership
- Cooperatives: Publicity, advertisements and partnership
- Private sector schools and colleges: Publicity, advertisements and partnership
- Saving credit groups: Publicity, advertisements and partnership
- Other associations: Publicity, advertisements and partnership
- Community: Labour and moral support

Note: This is an example, which can be elaborated depending upon situations.

Assessment of Expenditures

CRs can assess three types of expenses – 1) Pre-operating expenditures, 2) Program expenditures, and 3) Administrative expenditures. Formats given below can be useful:

Program expenditures

(Rs.000)

Particular	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Program development expenditure (Research, survey, nteractions…)						
Program production expenditures (Salary and allowances)						
Communication expenses						
Transportation expenses						
Total expenditure						

This is an example, which can be elaborated depending upon situations

Administrative

(Rs.000)

Particular	Year 1	Year 2	Year 3	Year 4	Year 5	Total
House rent						
Electricity						
Communication						
Transportation						
Salaries						
Allowances						
Other logistics						
Renewal fee, Royalty						
Total expenditure						

Assessment of Organizational Situation

Assessment of the organizational situation is necessary before entering into strategic plan development process. What are the strengths and weaknesses of the organization? Which activities can be implemented without external assistance? Which programs or activities can be implemented with external assistance? To assess the organizational situation one needs to identify four aspects of an organization:

- Strengths
- Weaknesses
- Opportunities
- Threats

1. Strengths

Strengths are internal qualities of CRs. For example – good practices, good policies and systems adopted, skilled human resources, efficiency, good leadership, teamwork, good technical team, good management team, good monitoring and evaluation system, efficient service delivery, good resource mobilization and good board of directors. Similarly, successes of CR, good will and good image, specialization, good quality services are also strengths of an organization. In order to specify the strengths can be broken down into various sub-topics such as organizational, financial, program and human resources.

2. Weaknesses

Any existing element or aspects causing ineffectiveness, damaging image and hampering the success are considered as organizational weaknesses. Be it in the internal practices, policies and systems adopted, human resources, leadership, team work, technical team, management team, monitoring and evaluation system, service delivery system, resource mobilization and the board which are not functioning towards achieving the set objectives can be considered as weaknesses. In order to pin point the weaknesses it can be broken down into various sub-topics such as organizational, financial, program and human resources aspects.

Strenghts and Weaknesses Chart

	Performance		Importance	
Organizational	Strength	Weakness	High	Low
1	.....	.....	.....	.....
2	.....	.....	.....	.....
3	.....	.....	.....	.....
4	.....	.....	.....	.....
Financial				
1	.....	.....	.....	.....
2	.....	.....	.....	.....
3				
4				
Program productional	.....	.....	.....	.....
1	.....	.....	.....	.....
2	.....	.....	.....	.....
3	.....	.....	.....	.....
4				
	.....	.....	.....	.....
Human Resource	.....	.....	.....	.....
1	.....	.....	.....	.....
2				
3				

3. Opportunities

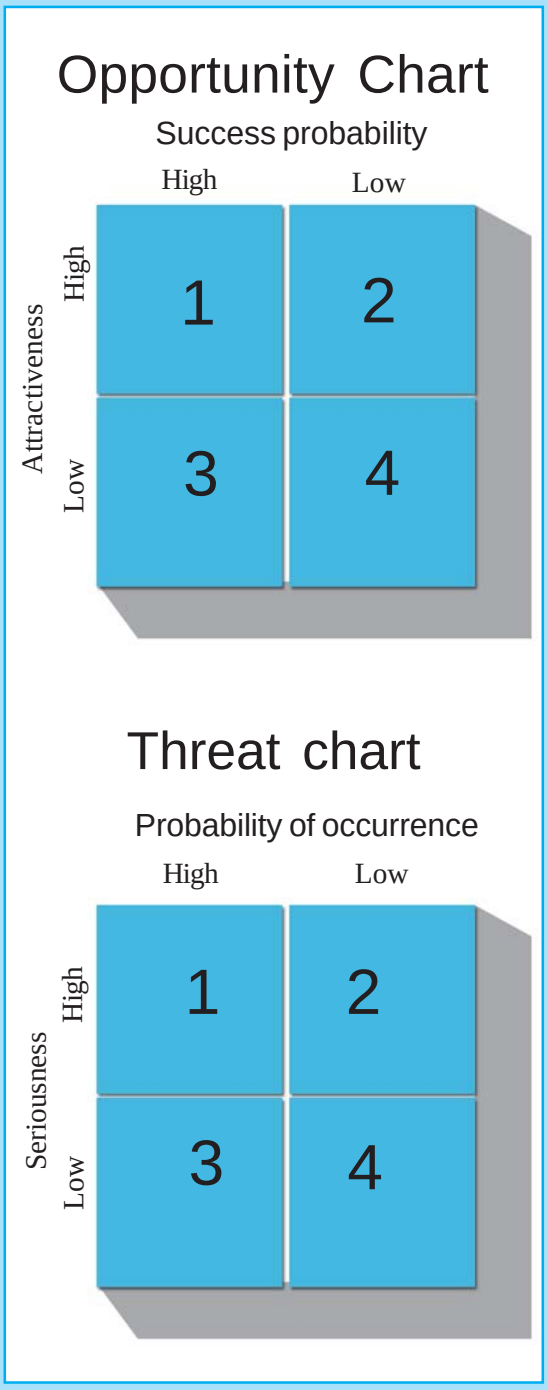
Probabilities that are not yet tapped in the organization are the opportunities. For example, donors presence, interested volunteers etc. One must find out success probability and attractiveness of opportunity while identifying opportunities. Opportunity that is high both in success probability and attractiveness must be considered as first priority. Opportunity which has high attractiveness and low success probability should be given the second priority. Opportunity that is low in attractiveness and high in success probability should be considered as third priority. Similarly, low in both attractiveness and success probability should be considered as forth priority.

4. Threats

Any elements or aspects, which can and may cause failure in achieving the objectives of the CR can be considered threats. Threats can be in the present situation or in the future. For example, political interferences, economic crisis, severe competition etc.

To identify threats one must consider the seriousness and probability of occurrence. Elements with high seriousness and high probability of occurrence should be gioven the first priority, with high seriousness but low in probability of occurrence the second priority. Low in seriousness and high in probability of occurrence in the third priority and low seriousness and low in probability of occurrence should be given the forth priority.

Note: Opportunities and threats are external to the organization.



Strenghts	Weaknesses
Opportunites	Threats

SWOT Analysis of Karnali FM: An Example

Strenghts

- Constitutionally established organization
- Community based common forum
- Promoted by nationally and internationally well known organization KIRDARC
- Promoted by KIRDARC which has long social mobilization experiences
- Active and committed group to operate Radio
- Radio equipments already purchased
- People's access to Radio

Weaknesses

- Poor physical infrastructure (Building, electricity, AC and telephone)
- Inadequate human resources
- Inadequate experience in operating Radio
- Poor economic condition
- No direct ownership of the people in the Radio

Opportunities

- No competitors
- Priority area of government (Geographically and information)·
- Existence of donors and assisting agencies·
- Directly related with peoples' concern·
- Traditional and conservative society

Threats

- Possibility of political interference
- Conflict might affect
- Poor and limited market (Jumla)

Any organization willing to prosper must work out to mitigate weaknesses and threats by using its strengths to grab available opportunities in the market.

Stakeholders Analysis

Indentification of stakeholders

Stakeholders are those individuals, groups and organizations, which can:

- Directly or indirectly benefited from the CR
- Have negative or positive impact on CR
- Contribute for further development of CR
- Have any vested interest in CR

Some examples

- CR listeners
- Business people wanting to advertise their products through CR
- Policy makers – Government and district development committee (DDC)
- Organizations working to raise awareness among the local people
- CR management members

Why stakeholders' analysis ?

Advantages of analyzing stakeholder:

- CR will know the interests and expectations of its clients and their probable contributions
- CR will know the perceptions of existing organizations, individuals and groups towards Radio
- Challenges and areas of partnership with stakeholders can be identified
- Areas of involvement of stakeholders in CR activities can be identified

Steps of stakeholders' analysis

- Prepare list of all stakeholders
- Select and prepare second list of important stakeholders
- Analyze the selected stakeholders

Stakeholders' analysis is done in different ways by different agencies depending upon their needs. Some have analyzed the characteristics; possible contributions by the stakeholder; possible negative impact of the stakeholder and the ways of dealing with the stakeholders. Others have analyzed the strengths, interests, and wants, possible contributions of stakeholders and they have looked at mode of partnerships. Example formats of stakeholders' analysis are given below:

Example format- 1

Stakeholder	Characteristics	Possible contribution to CR	Possible negative effect from stakeholder	Mode of strategic partnership

Example format- 2

Stakeholder	Strenghts	Needs and wants	Possible contribution of stakeholder	Partnership strategy

Stakeholders' Analysis- **An Example**

Stakeholder	Characteristics	Possible contribution to CR	Possible negative effect from stakeholder	Mode of strategic partnership
Local farmer groups	▪ Local experts on agriculture ▪ Admirers of good Radio program on agriculture, otherwise they may go against CR	▪ Resource persons for Radio program on agriculture ▪ Suggest design and ways to implement Radio program on agriculture	▪ No cooperation if unhealthy materials for communities are aired	▪ Organize under listeners club and involve in Radio programs on agriculture
Local bodies	▪ Local level policy makers and monitors of the development activities	▪ Can formulate good local level polices necessary for CR	?????	?????

Stakeholders' Analysis- **Example 2**

Stakeholder	Strengths	Needs and wants	Possible contributions	Partnership strategy
Local NGOs	▪ Local level network and social mobilization ▪ Committed social workers ▪ Working together with the people	▪ Publicity of their activities	▪ Help design program to generate awareness ▪ Co-production ▪ Program sponsor	▪ Join hand as co-producer of program ▪ Go for sponsorship program venture
Health organizations	▪ Technical knowledge on health ▪ Centre to local level network	▪ Publicity on public health through CR	▪ Sponsorship for health related Radio program ▪ Welfare advertisement	▪Use them as resource persons for Radio health program ▪ Work as co-producers
Agriculture and livestock related organizations	- Technical know how - Network and services to the grassroots - Direct access to individual level	- Building of peoples opinion - Publicity of own activities	- Development of programs jointly - Provide advertisement - Source of information - Resource mobilization	- Joint program production - Resource persons - Team member of program
Associations	- Good professional network - Committed members - Subject matter experts	- Protection of professional rights - Pressure to policy makers - Publicity of organizational activities	- Financial support - Information materials - Opinion building in favour of CR	- Joint program production - Contribute as advisors for social awareness
Women organizations	- Strong network and access to local level information - Effective in channel for information dissemination - Social experience	- Advocacy for gender equality - Advocacy against discriminatory activities and laws - Efforts for women empowerment	- Can assist to find information and related resources - Can assist as co-producer of program - Publicity of CR	- Co-producer - Resource persons - Member of program development committee

Point to be considered

- Stakeholders' analysis must be carried out with the participation of concerned stakeholder
- Format are given as examples and one can improve the chart as per need and situation
- stakeholders analysis
- Stakeholders' analysis must be carried out before CR establishment. Analysis can also be done during replanning stage

Potentials and Challenges

Based on all above analysis potentials and challenges should be documented. The following headings can be useful:

Existing conducive features of district for CR

1
2
3
4

Existing and potential favourable aspects in the district for CR

1
2
3
4

Challenges/problems and possible solutions to operate CR in the district

Challenges/problems	Possible solutions
1	
2	
3	
4	

Part 4

Planning

Long-term vision
Guiding principles
Overall strategies
Goal, objectives and results
Indicators
Program/Major activities
Risk factors
Risk mitigation measures
Operational strategies
Implementation
Partnership/collaboration strategies
Responsibility matrix
Monitoring and Evaluation Arrangement

Long-term vision

Any organization must set a long-term vision to achieve its objectives and plan actions accordingly. To have an organization without a long-term vision, is like shooting in the dark. Therefore, CR should set a long-term vision which guides its periodic and action plans. Long-term vision must come from leaders of the CR itself.

Basis to set vision

a) Special geographical, economic and social features of the district where you want to establish CR
b) Existing potentials and opportunities among Radio listeners to operate CR
c) Needs and wants of the Radio listeners

Vision must have following characteristics

a) Vision must be accepted by all stakeholders and it must be written in simple language
b) Some visions have no time limit. Most visions are developed for 15 to 20 years timeframe.
c) Vision must reflect the changes that take place in the life of CR listeners.

Examples of vision

American vision

Leader of technology and space

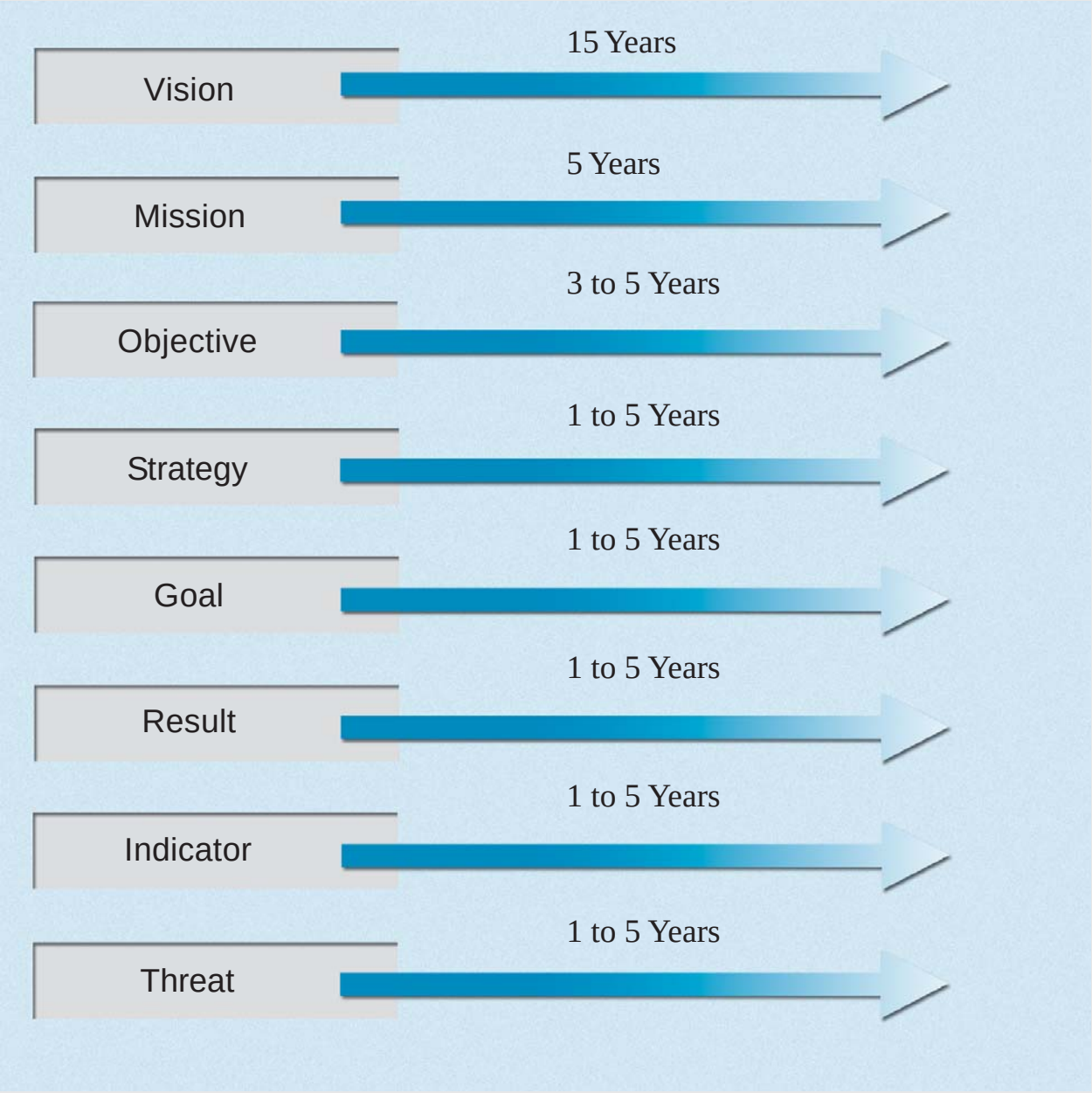
Communist vision

Food, shelter and clothing for all people

Vision of Karnali FM

Jumla people are free from poverty and backwardness caused by lack of national and international information and knowledge

Planning Glossary



Guiding principles

Guiding principles serve to guide all actions and behaviours towards long-term vision. Some criteria to set vision are outlined below:

- Past experiences
- Future possible ways to correct past weaknesses
- Available and adaptable technologies and methods

Examples of guiding principles

Timeframe based district level periodic planning manual prepared by HURDEC Nepal 2058 presents following examples of guiding principles.

Good governance

- Implementing organization of the program will be responsible and accountable for implementation process and results achieved.
- It is imperative that the users groups are also involved in the whole process of needs identification, program development, implementation, and M&E.
- It is compulsory to maintain transparency on program activities and budget.

Gender equality

- It is imperative that women are also involved in the whole process of needs identification, program development, implementation, and M&E.
- Gender integration must be considered in every stage of program cycle management i.e. program planning, implementation and M&E.

Partnership and collaboration

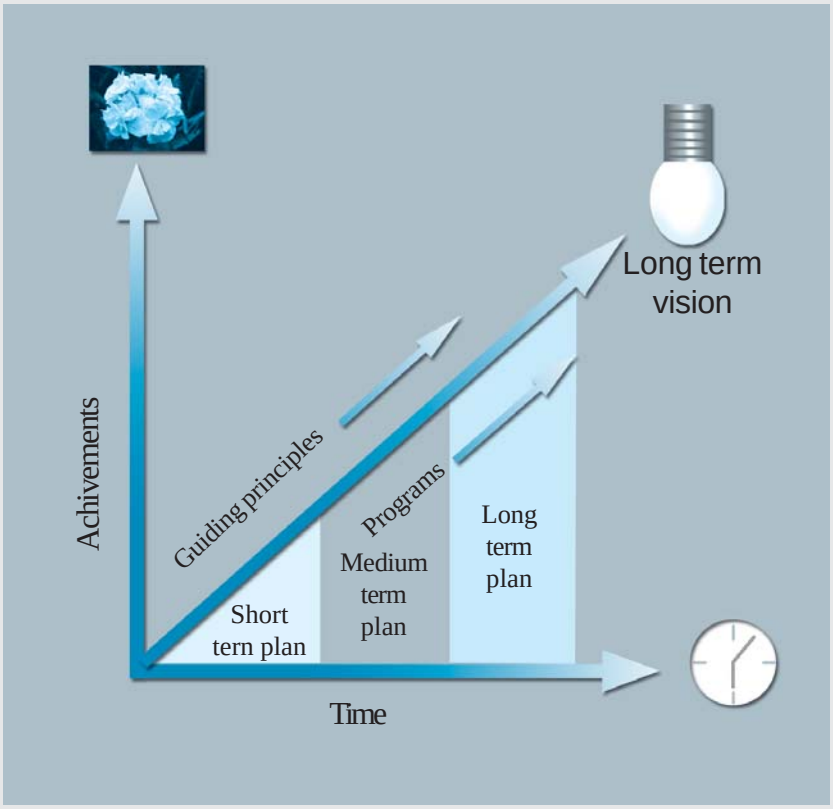
- Programs will be implemented in partnership and collaboration with private sector, local bodies, line agencies, and community organizations in the district.

Examples of Guiding Principles of Radio Karnali FM

In order to be effective and committed for the sustainability, the RKFM will adopt following points as its values and guiding principles.

1. **Pro-cultural diversity:** RKFM will respect the cultural differences and design and implement radio programs to promote social harmony and peace among the population.
2. **Promotion of gender and social equity:** RKFM will design and implement programs which will ultimately promote the good relationship between men and women, poor and rich and always try to uplift the backward section of the society through special programs.
3. **Promotion of local sustainable development and environment:** RKFM will support sustainable development and environmental protection. To keep this value the RKFM will never conduct programs that are against sustainable development. Similarly, the RKFM will design and implement programs to promote good social and physical environment.
4. **Promotion of culture of peace:** RKFM will always promote the culture of peace by designing and airing programs which can contribute to promote peace in the society.
5. **Proactive to change:** RKFM will introduce new concepts, technologies, approaches, knowledge and skills which can help local population and thus transform the society.
6. **Peoples' right of information:** RKFM believes that "information" is one of the fundamental rights of people. With this clear stand the RKFM will design and impart information which are important for the population

Relationship between vision, guiding principles, and plans



Overall strategies

For the successful implementation of a strategic plan, one needs to focus its targets and mobilize external forces. These external forces must be identified and strategies be developed to mobilize resources towards achieving the strategic plan. Typically, the strategies should also come from leadership. Following aspects must be taken into consideration to develop strategies:

a. Past experiences and future corrective measures
b. Best practices
c. National and local government policies
d. Measures to be adopted for future success

Examples of strategies (from periodic plans of District Development Committees (DDCs) of Nepal

A. Social mobilization program will be implemented to generate awareness on development among people
B. Local (private and public) resources will also be identified and mobilized.
C. Cooperation of donor agencies, central government and other development partner organizations will also be utilized to make big size program/projects a success.
D. Programs will be focused to mitigate socio-economic discrimination among target groups such as women, dalits, Janjatis, senior citizens, disabled/differently able and other backward classes in the district.

Goal, purpose, results and activities

Hierarchical relationship of goals, purposes, results and activities are explained in the chart below:

Summary of objectives	Indicators		Assumptions Risk	Risk mitigation measures
	OVIs	MOVs		
Goal (Higher order of objective to which the strategic plan will make only a small contribution)				
Purpose (Effect or impact of the strategic plan)				
Results (Results the strategic plan must bring about)				
Programs/activities (Actions to be undertaken to attain results)				

Goal is very high-level objective, which sets direction for strategic plan. In the same way, the purpose is also the logical impact of strategic plan. Nevertheless, results are the expected outputs for which a team is held responsible. In other words, the team must guarantee the results. Therefore, the results are the basis for drawing the ToT for the team members responsible for implementation of strategic plan. Once the results are set, the activities are also set as compulsory means to achieve the results.

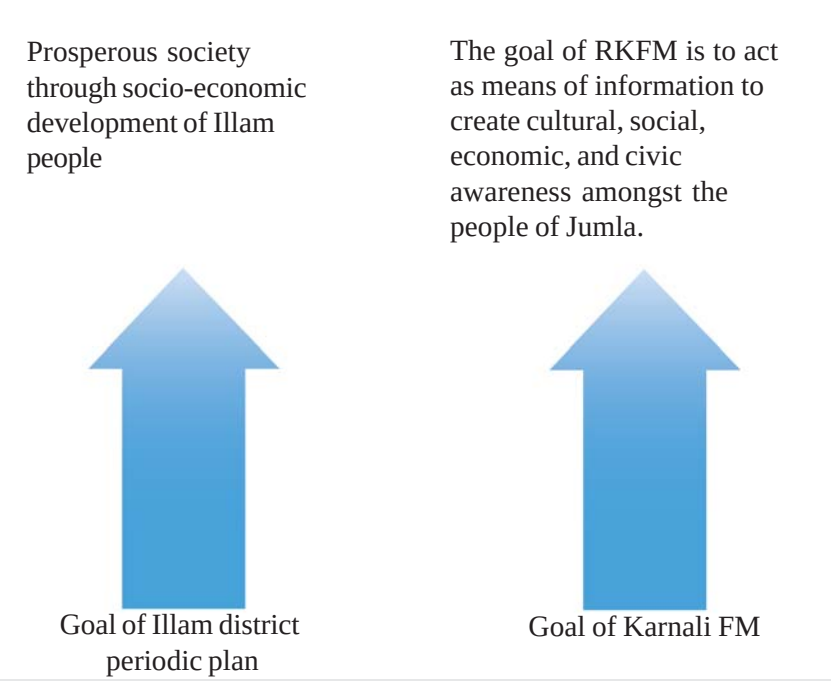
How to set goal, purpose, results, and activities?

Goal, purpose, results, and activities must be set under the broad framework on vision and guiding principles. For this the following questions must be answered and set them into strategic planning matrix as goal, purpose, results and activities

Questions	Answer
Why was the CR established?	Goal
What the CR intends to achieve?	Purpose
What are the results the CR must bring about?	Results
What are the actions necessary to attain results?	Activities
How to measures success?	Indicators
What are the external factors important for success?	Assumptions/Risks
How to mitigate killer assumptions/risks?	Risk mitigation measures

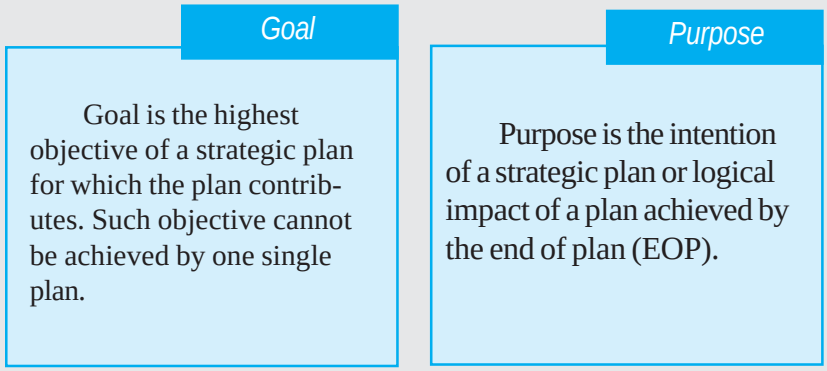
Discuss and identify the appropriate answer of question 1 above: the answer is the "goal" Similarly answer of question number 2 becomes the "purpose".

Examples of goals



Note: A project has only one goal. Likewise the goal should have only one purpose.

Difference between goal and purpose



Logically the "goal" sets the direction and purpose is the intention of a plan.

Example of purpose of the Radio Karnali FM

Radio Karnali FM was established as self-reliant broadcasting institution.

Once the goal and purpose of the strategic plan are set then it follows the next step to set results. For this the above mentioned number 3 question (What are the results CR must bring about?) should be asked and the obtained answers will be the results.

Note: Organizational constitution, policies, license, business plan can be used as reference to answer the question.

The 'goal' of a strategic plan is defined as higher level objectives to which the plan contributes. Similarly, the results are defined as 'deliverables'.

Example: Results of Karnali FM

1.	To be a successful management agency for donor funds
2	To be a successful capacity builder for implementing agencies
3	To provide development consultancy services
4	To establish an effective and an efficient management system

Indicators

The basis to measure and to verify the accomplishment of goal, purpose, and results are known as indicators. Indicators are divided into two - Objectively verifiable indicators (OVIs) and Means of verifications (MOVs).

1. Objectively verifiable indicators (OVIs): OVIs include quantity (How much?), quality (How good?), time (By when?), place (Where) and beneficiaries (For whom?).
2. Means of verifications (MOVs): These are reliable documents, which verify the accomplishments.

The chart given below explains indicators:

Summary of objectives	Indicators		Assumptions Risk	Risk mitigation measures
	OVIs	MOVs		
Goal	Measures to verify the accomplishment of goal			
Purpose	Measures to verify the accomplishment of purpose			
Results	Measures to verify the accomplishment of results			
Programs/ activities	Input External / Internala / Total l$??? ??? ??? HR ??? ??? ??? Materials ??? ??? ??? Total = ??? ??? ???			

Concepts to set indicators:

- Indicators must be in line with the policies and regulations of government.
- Indicators must not be too ambitious or easily achievable
- Indicators must be attainable with the resources available within the organization.
- Indicators must be cost-effective and easily available.

Level wise indicators

There are four levels of indicators:

1. Input level indicators,
2. Output level indicators,
3. Effect level indicators, and
4. Impact level indicators.

Example of level wise indicators is presented in a chart below:

LEVEL	EXAMPLES
(4) IMPACT	• Life expectancy increased (F….years; M…years) • IMR decreased by….% • CMR decreased by….% • MMR decreased by …%
(3) EFFECT	• Malnutrition rate of children (M…..%; F….%) decreased by….% • Investment in health of children and women by farmers increased by…..% • Per capita income of the district increased by ….%
(2) OUTPUT	• Household level income of farmers is increased by ……% • Yield rate per hct. increased by ……% • Enrollment rate in schools increased by …%
(1) INPUT	• Training to farmers on…. to….. persons • Provide ……. tons of improved seeds to farmers of …. VDCs of … district • Support to construct irrigation canal for ….. Hects. of land coverage • Support to prepare compost fertilizer to …… farmers

Purpose level indicator: Example

Purpose	OVI
Agricultural production increased	By the end plan (EOP i.e. 2005) production of rate of 100 farmers of Mahadevsthan VDC/ Kavrepalanchowk district owning less than 15 ropanies of land each will be increased by 30% while maintaining the quality of rice as of 2001

Given the above example the indicator following points are clarified

1. By when? By 2005
2. Where? Mahadevsthan VDC of Kavrepalanchowk
3. For whom? 100 farmers owning less than 15 ropanies of land
4. How good? By maintaining the quality of rice produced in 2001
5. How much? Increased by 30%

If all these are clearly captured by the indicators, it can guide the M&E process later.

An example of a result level indicator of Karnali FM

Result	Indicators
Radio Karnali FM strengthened and operational as a broadcasting organization	By the end of five years program, following elements of institutional sustainability can be observed in RKFM: • Clear personnel system developed and adopted • Clear and participatory planning process developed and adopted • Two-way organizational communication system developed and came into function • A work station with enough spare parts for repair and maintenance established

2. Setting Means of Verifications (MoVs)

Summary of objectives	Indicators		Assumptions Risk	Risk mitigation measures
	OVIs	MOVs		
Goal		Supporting documents verifying accomplishment of goal level indicators		
Purpose		Supporting documents verifying accomplishment of goal level indicators		
Results		Supporting documents verifying accomplishment of goal level indicators		
Programs/ activities				

Which official document verifies the OVIs? From which agencies those documents can be acquired, these questions must be answered by the MOVs. For example:

Purpose	OVI	MOV
Agricultural production increased	By the end plan (EOP i.e. 2005) production rate of 100 farmers of Mahadevsthan VDC/ Kavrepalanchowk district owning less than 15 ropanies of land each will be increased by 30 percent while maintaining the quality of rice as of 2001	Progress report (2005) of Agricultural Development Section/ Kavrepalanchowk district.

Based on above MOV, following questions are answered:

Question	Answer
1. From which office the MOV document can be acquired? 2. Which document can be asked?	From Agricultural Development Section/ Kavrepalanchowk district. Progress report (2005) of Agricultural Development Section/Kavrepalanchowk district.

Following points must be considered to identify MOVs:

- MOV must be cost-effective and available from other sources. Otherwise, one needs to invest additional cost to create through expensive survey or study.
- MOV must be from a reliable source.
- If MOV is expensive, one should think of revising OVI itself.

Main concepts

- If we can measure it, we can manage it
- Indicators must be targeted in terms of quality, quantity, time, place and beneficiaries (QQTPB)
- Indicators at the purpose level measure the end of plan (EOP) impact.
- OVIs and MOVs must be practical and cost-effective
- OVIs and MOVs provide the basis for monitoring and evaluation system.

Major areas of actions/Major activities

Once the indicators are set for goal, purpose and results are to set major areas of actions. Usually, to attain the indicators of no. 4 to 7 areas of action or major activities can be designed. At this stage, detail activities or sub-activities should not be included. An example of activities along with results is given below:

Summary of Objectives	Indicators		Assumptions Risk	Risk mitigation measures
	OVIs	MOVs		
Goal				
Purpose				
Results 1 2 3				
Program/Activities				

What are the activities which must be implemented to achieve result 1?
What are the activities which must be implemented to achieve result 2?
What are the activities which must be implemented to achieve result 3 ?

Risk factors

During plan formation, the planning team must identify the important external factors necessary to ensure the success of the plan at different levels.

Summary of objectives	Indicators		Assumptions/Risk	Risk mitigation measures
	OVIs	MOVs		
Goal			Usually at the level risk is not analysed	
Purpose			What are the important external factors necessary for plan's success?	
Results			What are the important external factors necessary for plan's success?	
Programs/ activities			What are the important external factors necessary for plan's success?	
			What are the pre-conditions which must exist before starting to implement activities?	

How to identify Assumptions/Risks

- Prepare a list and refine assumptions/risks that are too general.
- Analyze their importance and probability of occurrence.
- Select the probable assumptions/risk for the success of the plan.
- Design activities or strategies to manage assumptions/risks during plan implementation.

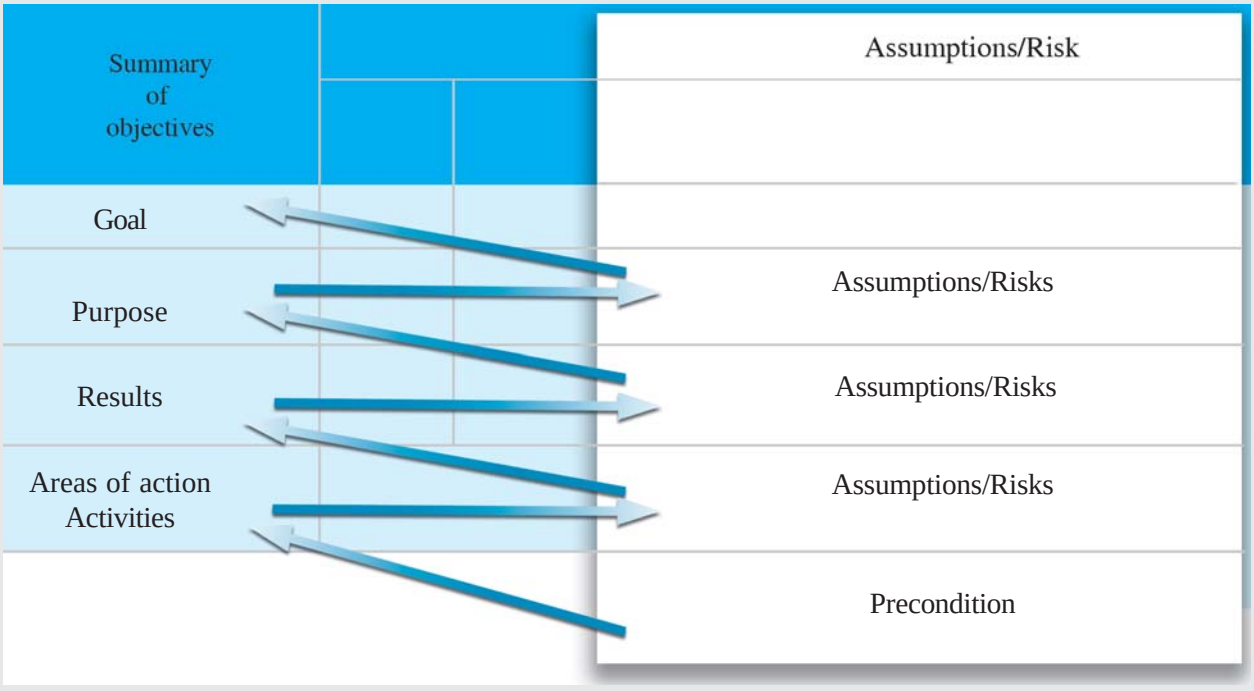
Risk mitigation measures

Summary of objectives	Indicators		Assumptions/ Risk	Risk mitigation measures
	OVIs	MOVs		
Goal				
Purpose				What are the possible risk mitigating strategies or activities?
Results				What are the possible risk mitigating strategies or activities?
Programs/ activities				What are the possible risk mitigating strategies or activities?
				What can be possible strategies to remove obstructive pre-conditions?

Assumptions/risk factors can lead to the failure of the strategy plan. Therefore, it is important to identify assumptions/risks.It is also equally important to identify and set assumptions/risks mitigation measures. Assumptions/risk mitigating measures can be 1) Strategies, 2) Operational strategies, and 3) Activities.

- If strategies are identified to mitigate assumptions/risks, they should be included into the list of strategies
- If operational strategies are identified as assumptions/risks mitigation measures, they should be included into the list of operational strategies.
- If activities are identified as assumptions/risks mitigation measures, they should be included into the activities.

Vertical logical relationship between hierarchy of objectives and assumptions/risks



Looking at the above chart:

- Activities cannot be started without fulfilling the preconditions.
- If activity level assumptions/risks are mitigated then the plan can achieve results.
- If result level assumptions/risks are mitigated then the plan can achieve its purpose.
- If purpose level assumptions/risks are mitigated then the plan can achieve its goal.

Operational Strategy

Summary of objectives	Indicators		Assumptions Risk	Risk mitigation measures
	OVIs	MOVs		
Goal				
Purpose				
Results				
Programs/activities				

What are the strategies that the plan must adopt at the operational level for the successful implementation of activities?

Upon formulation of the plan, one must adopt some suitable strategies to implement the activities in a cost-effective manner. Some examples of operational strategies are given below:

Operational strategies of Forest and Soil Conservation Office of Illam district:(Periodic plan of Illam district 2003-2007)

- Forest will be classified and the northern part of Illam will be developed as a protected area.
- Capacity of community forest users (men and women) groups will be strengthened.
- Joint monitoring (with users groups, forest office, NGOs and local bodies) and subversion method will be adopted.

- Activities will be carried out to maintain the size of forest in Illam district and productivity of forest will be increased through sales of forest products.
- Private forestry will be developed to meet forest resource needs of the people.

Operational strategies for development of plants:

(Periodic plan of Illam district 2003-2007)

- Plants will be identified and classified.
- Traditional knowledge on herbals will be documented and disseminated to the people.
- Private sector farming of medicinal herbs will be initiated.
- Important, rare and endangered plants will be protected on a priority basis and research tourism will be initiated.

Operational strategies to implement soil conservation activities

- User groups will be given the responsibility of maintenance by development land use plan and sub-water shed regions and in coordination and collaboration with the local bodies.
- Water source protection (1) As per action plan (2) Jhadikhda water source (For Illam municipality), Pashupati (Raniban), Pashupati Phatak and other sources as per need.

Reference annex 1 for details of a Planning Matrix)

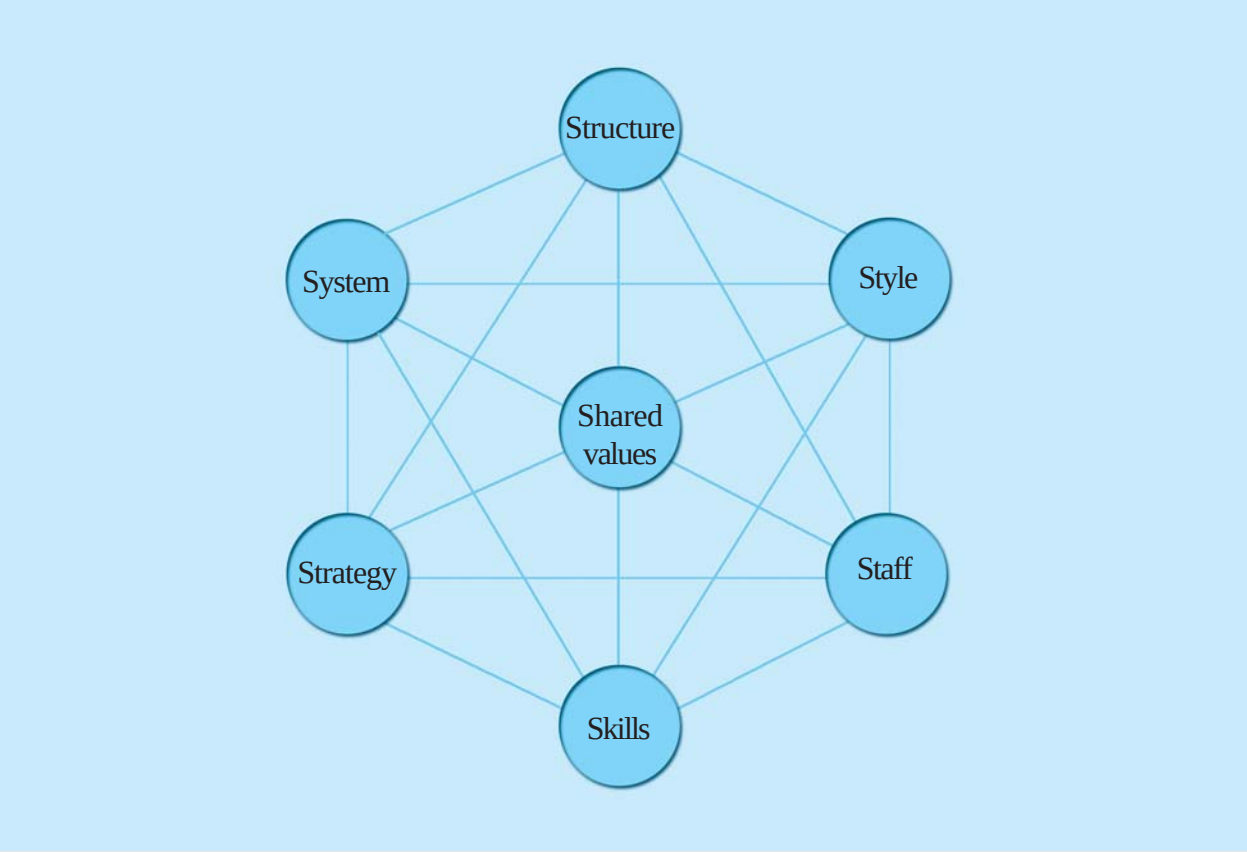
Implementation

Good strategic plan does not necessarily guarantee the goal achievement. Unless the plan is implemented in a correct way, the organization will be unable to achieve its set objectives. Therefore, McKinsey 7-S Framework must be considered for better management i.e. Strategy, Systems, Structure, and Style of management, Skills, Staff and Shared values. Among the 7-S, the first three (Strategy, Systems and Structure) are known as hardware and the rest (Style of management, Skills, Staff and Shared values) are defined as software of management.

For the effective implementation of strategic plan of CR, one should also see financial system, decision-making system, planning system and communication system. How many tiers are there in the structure? Is it hierarchical or a flat structure? All these also play the role in managerial effectiveness in implementation

of a plan. Similarly, the style of management, existing skills and competencies of staff, training and system of skill upgrading system, work division according to the interests of the staff, open or close attitude, and inculcation of good organizational culture must be considered by a successful organization

McKinsey 7-S Framework



Partnership/collaboration strategies

Implementing all the activities may not be the smart way of doing things. Instead, one can think of implementing some activities by the CR and implementing the rest in partnership and collaborations with other organizations. This strategy can be more effective in case of CRs. In order to delineate who does what the format below can be useful:

Partnership/collaboration chart		
Activities to be implemented with partners	**Probable partner or collaborator**	**Which partner will do what? (Work division)**

Responsibility matrix

Once programs/activities are designed under strategic plan, next step will be to work out who will implement what. Who will monitor? Who will play the role of the supporting agency? All these must be worked out. CR must implement majority of the activities but others can also play the role of supporting agency. This could be an effective way of doing things. All these can be well thought of during the planning stage and included in the plan itself. Given below is the format of responsibility matrix:

Responsibility matrix					
Activities	**Coordinating agency[1]**	**Implementing agency[2]**	**Partner/collaborating agency[3]**	**Supporting agency[4]**	**Remarks**

1. Responsible to coordinate, day to day implementing agencies are under this category.
2. Lead implementing agencies are under this category.
3. Agencies working jointly as partners/collaborators are under this category.
4. Agencies that are supporting as technical assistance are under this category.

Monitoring and Evaluation

During the implementation of activities who will monitor? Who should evaluate? Who will be responsible to implement recommendation from M&E? All these should also be clarified by the M&E. Useful format is given below:

Monitoring and Evaluation System

Activities	Monitoring agency or section	Monitoring method[1]	Frequency of monitoring	Report submitted to	Responsible agency to take action on recommendations

Following can be M&E methods

1. Review workshop
2. On the spot observation and supervision
3. Technical check and measurements
4. Examination of financial management and audit
5. Consultation
6. Study of document/reports

Part 5

Annex

Strategic Plan of Radio Karnali FM 105.2 MHz: An example

Strategic Plan of Radio Karnali FM 105.2 MHz: An example

Narrative Summary of Program	Indicators		Assumptions/ Risk Factors	Risk Mitigation Measures
	OVIs	**MOVs**		
Goal: Radio Karnali FM (RKFM) 105.2 MHz established as a powerful means of information generation to create cultural, social, economic and civic awareness amongst people of Jumla.				
Purpose: Radio Karnali FM established as self-reliant broadcasting institution	• By the end of 5 years program RKFM: • Will be able to earn and meet its operational costs • Will have earned and deposited surplus budget to meet operational for additional one year. • Will have enough local human resources developed with all basic skills to operate community radio station	• Financial statement and audit report • Annual progress report of RKFM		
Result 1: Radio Karnali FM strengthened and operational as a broadcasting organization **Activities** 1.1 Prepare and adopt financial and personnel management manual 1.2 Prepare and implement annual plans 1.3 Develop networks with relevant organizations 1.4 Carry out program supervision, monitoring and evaluation	By the end of 5 years program, following elements of institutional sustainability can be observed in RKFM: • Clear personnel system developed and adopted • Clear and participatory planning process developed and adopted • Two way organizational communication system developed and functional • A work station with enough spare parts for repair and maintenance established	• Institutional operational manual • Financial operational manual • Listeners' survey report • Inventory record		

Result 2: Radio Karnali FM's own marketing system established and resources mobilized to become financially self-reliant

Activities:

2.1 Conduct resource survey
2.2 Prepare and adopt marketing strategy
2.3 Establish marketing units of RKFM
1.4 Mobilize resources through donors and selling services/ products

- By the year 2007, RKFM will reach 40% population of its coverage area
- By the year 2009 RKFM will reach 60% population of its coverage area
- By the year 2007, 60% of RKFM area households will have their own Radio sets and it will increase to 90% by the year 2009

By the year 2009, following will be income scenario of RKFM:

	2004	2007	2009
Volunteer	5%	20%	25%
Co-production	10%	20%	30%
Advertisement	00	10%	25%
Grant	85	50%	20%

By the year 2009, following marketing mechanism will be developed and operational

Mrktg unit	2004	2007	2009
Jumla	1	1	1
Nepalgunj	0	1	1
Surkhet	0	0	1
Kathmandu	1	1	1

- Profiles prepared by RKFM coverage area VDCs and Jumla DDC
- Financial statements and audit reports
- Annual progress reports of RKFM

Result 3: Information and entertainment needs and wants of local people satisfied through RKFM **Activities:** 3.1 Carry out information and entertainment needs and wants of local people 3.2 Design programs according to needs 3.3 Produce programs according to design 3.4 Develop program implementation action plan and air the programs as planned 3.5 Collect feedbacks regularly and improve programs	**By the end of 5 years** • 90% of RKFM programs are designed and implemented based on local information and entertainment needs and wants. • 60% of coverage population will listen to RKFM • Regular health checkup by RKFM coverage area people in health institutions will increase by additional 20% by the year 2007 and additional 20% will increase by the year 2009 • School drop out rate in the schools of RKFM coverage area will decrease by additional 15% in the year 2007 and additional 15% will decrease by the year 2009. • School enrolment of students in the schools of RKFM coverage area increased by additional 15% in the year 2007 and additional 155 ? in the year 2009 • By the end of program, *social ills and superstitions** reduced **Social ills and superstitions like:** • *Untouchability* • *No entrance for dalits into temple* • *Untouchability during menstrual period* • *Child delivery in Gotha (cow sheds)* • *Polygamy* • *Belief in traditional healers* • *Discrimination between sons and daughters* • *Unbalanced food habits etc*	• Listeners survey report • Program logbook • Annual reports of DHO • Annual report of DEO • Survey report on status of social superstitions and social ills	Other development activities will be implemented on a regular basis in RKFM coverage area of Jumla	Lobby for regular implementation of development activities

Result 4: Necessary human resources to operate RKFM locally developed **Activities:** 4.1 Assess and identify human resource needs of RKFM 4.2 Recruit staff 4.3 Identify training needs of staff 4.4 Provide training to staff	By the end of year 5, RKFM will have following human resources (HRs): • Two radio technicians by 2004 and three by 2009 • Adequate human resources available for station management • The station will have ten managerial human resources by 2010. • Adequate human resources for program production will be available as given below: ➢ For news program – 10 full time and 5 part time ➢ For educational program – 12 to 15 ➢ For entertainment – 7	• Annual progress reports of RKFM • Decision minutes of RKFM in relation to HRs		

Projected Human Resources Requirement

Time by program	Management	Program production	Informative programs	Educational program means
By the end of 2009 Radio Karnali will broadcast for 14 hours on programs as given below: 1. Informative 3 hours 2. Educational 4 hours 3. Entertainment 7 hours	By the end of 2009, Radio Karnali will have following HR: 1. Station manager – 1 2. Administration - 1 3. Receptionist – 2 (Shift basis) 4. Helper – 2 (Shift basis) 5. Guards – 4 (Shift basis)	For informative program: • Reporters for rural area - 5 • Regular reporters and editor – 7For educational program: • Full and part time – 12 to 15Entertainment: • Full and part time - 7	• Today's news paper – 15 minutes • BBC Nepali news service – 30 minutes • National news – 30 minutes • Local news bulletin – 70 minutes (5 minutes each)	• Education related • Health related • Environment related • Culture related • Children/women related • Legal rights • Human rights • Local traditional knowledge and skills related

Operational Strategy

1. **Local and external mobilization:** RKFM will mobilize necessary resources at local level and outside Jumla. Possible resources are time sponsors, advertisements, joint programming, land for radio station, equipments to be replaced, technical expertise and knowledge and skills to be imparted for local people.
2. **Networking:** In order to strengthen (technically and program wise) RKFM will develop relationship with other Radio FMs in Nepal and abroad. To keep network alive, RKFM will – a) Organize national networking seminars occasionally , b) Establish electronic network through webpage, c) Sending RKFM technical and managerial staff to visit and learn from other Radio FMs
3. **Institutional Capacity building:** Any radio station must adopt modern technologies. Considering this fact RKFM will take initiatives to find out new technologies, introduce new technologies and train staff to operate them. On the other hand staff involved in management of RKFM will be trained regularly to meet the challenges and be up dated with modern management of radio station.
4. **Community Development Program:** To meet the needs of local people, RKFM will design and air community development related programs.
5. **Mobilization of Volunteers:** RKFM will identify and mobilize local, national and international volunteers as far as possible.
6. **Publication of Archive:** RKFM will develop a library and maintain an archive of all programs aired through out the year(s). These programs will be selected and published to introduce Karnali region to the rest of the country.
7. **Innovation and Creative Program Development:** RKFM will try to innovate new and creative programs to fit with social changes and demands of a changed society.

Annex – 2

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